

CANADIAN
TRANSIT
ASSOCIATION

PROCEEDINGS
1948-1949

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**CANADIAN
TRANSIT
ASSOCIATION**

**PROCEEDINGS
1948-49**



W. H. FURLONG, K.C.

Chairman,

Sandwich, Windsor and Amherstburg Railway Company

PRESIDENT,

1948-49

MEMBERSHIP

Member Companies and Officials

As of July 1st, 1949

ALGOMA STEEL CORPORATION LIMITED—BUS SYSTEM

Sault Ste. Marie, Ont.

President	Sir James H. Dunn, Bart.
Manager	F. J. Redmond
Comptroller	J. B. Barber
Treasurer	E. W. Shell
Secretary	H. G. MacAdam

THE PUBLIC UTILITIES COMMISSION, CITY OF BRANTFORD, TRANSPORTATION DEPARTMENT

32 Queen St.
Brantford, Ont.

Chairman	K. V. Bunnell
Vice-Chairman	L. Snider
Commissioners	W. McLaughlin
"	G. Gordon
"	G. Chamberlain
" (Ex-officio)	Mayor J. Dowden
Manager	J. E. Quinsey
Secretary-Treasurer	E. L. Gothard

BRITISH COLUMBIA ELECTRIC RAILWAY COMPANY, LIMITED

425 Carrall St.,
Vancouver, B.C.

President	A. E. Grauer, Vancouver, B.C.
Vice-President (Transportation and Gas)	T. M. Moran, " "
Vice-President and Chief Engineer	T. Ingledow, " "
Vice-President and Chief Financial Officer	Lorn McLean, " "
Vice-President, Vancouver Island ..	E. W. Arnott, Victoria, B.C.
Vice-President and Asst. to the President	W. C. Mainwaring, O.B.E., Vancouver, B.C.
Vice-President & General Solicitor ..	A. Bruce Robertson, Vancouver, B.C.
Director of Industrial Relations	L. B. Jack, Vancouver, B.C.
Director of Research & Administrative Control	H. L. Purdy, " "
Purchasing Agent	G. L. Haszard, Vancouver, B.C.
Public Information Manager	H. J. Merilees, " "
General Freight and Passenger Agent	W. J. Marshall, " "

General Manager of Transportation	I. W. Neil, Vancouver, B.C.		
Manager, Transportation Operations	S. Sigmundson, “	“	“
Manager of Transportation Maintenance	J. T. Turner, “	“	“
Director of Transportation Safety and Training	C. Dobell, “	“	“

CALGARY TRANSIT SYSTEM

19th Ave. and 2nd St. E.

Calgary, Alta.

Superintendent	C. V. F. Weir		
Assistant Superintendent i/c Transportation	F. G. Burns		
Electrical Engineer and Technical Assistant	R. H. Wray		
Chief Accountant	W. Mitchell		
Claims Agent	J. K. Gush		
General Foreman	G. F. Milligan		
Mechanical Foreman	T. Ridley		

THE CANADA COACH LINES, LIMITED

72 Rebecca Street

Hamilton, Ont.

President	Francis Farwell		
General Manager	C. J. Gravelle		
Comptroller	J. J. Wall		
Manager—Mechanical	C. H. Abray		
Manager—Operations	F. W. Lake		
Manager—Traffic Research	A. H. Farebrother		
Personnel Manager	R. B. Bradshaw		

CANADIAN NATIONAL RAILWAYS, ELECTRIC LINES

20 York St.,

Toronto 1, Ont.

MONTREAL AND SOUTHERN COUNTIES RAILWAY COMPANY

St. Lambert, P.Q.

President	R. C. Vaughan, Montreal, P.Q.		
Vice-President	A. J. Lomas, Toronto, Ont.		
General Manager	W. H. Kyle, Toronto, Ont.		
Secretary	W. H. Hobbs, Montreal, P.Q.		
Vice-President and Treasurer	C. D. Cowie, “	“	“
Vice-President and Comptroller	T. H. Cooper, “	“	“
General Superintendent	R. Hayes, “	“	“
Superintendent	R. Cannon, St. Lambert, P.Q.		
Accountant	J. M. Heggie, “	“	“
Supervisor Shops and Equipment	G. Lulham, “	“	“
Supervisor, Tracks and Power	W. H. Maxwell, “	“	“
Buildings			
Trainmaster	A. Laberge “	“	“

**THE NIAGARA, ST. CATHARINES & TORONTO
RAILWAY COMPANY**
St. Catharines, Ont.

President	R. C. Vaughan, Montreal, P.Q.
Vice-President	A. J. Lomas, Toronto, Ont.
General Manager	W. H. Kyle, " "
Secretary	W. H. Hobbs, Montreal, P.Q.
Vice-President and Treasurer	C. D. Cowie, " "
General Superintendent	N. A. Walford, Toronto, Ont.
Superintendent	J. R. Empringham, St. Catharines, Ont.
Assistant Engineer	L. G. Stewart, " "
Mechanical Superintendent	J. J. Miller, " "
Storekeeper	G. A. Campbell, " "

THE OSHAWA RAILWAY COMPANY
Simcoe St.
Oshawa, Ont.

President	R. C. Vaughan, Montreal, P.Q.
Vice-President	A. J. Lomas, Toronto, Ont.
General Manager	W. H. Kyle, Toronto, Ont.
General Superintendent	N. A. Walford, Toronto, Ont.
Superintendent	R. B. Hardy, Oshawa, Ont.
Treasurer	C. D. Cowie, Montreal, P.Q.
Comptroller	T. H. Cooper, Montreal, P.Q.
Accountant	Norman Butler, Oshawa, Ont.
Roadmaster	H. A. Cooper, Oshawa, Ont.
Mechanical Superintendent	P. H. Bell, Oshawa, Ont.
Freight Agent	C. S. Lee, Oshawa, Ont.

CITY TRANSIT LIMITED
P.O. Box 223
Saint John, N.B.

President	K. C. Irving
Asst. Manager	A. D. Keithlin
Supt. of Maintenance	M. F. Hovey

**CORNWALL STREET RAILWAY LIGHT & POWER
COMPANY, LIMITED**
16 Second St. E.
Cornwall, Ont.

President	H. P. Thornhill, Montreal, P.Q.
Vice-President	E. R. Alexander, " "
Secretary-Treasurer	J. C. Gordon, " "
Manager	C. I. Bacon, Cornwall, Ont.
Assistant-Manager	G. A. Smith, " "
Accountant	W. G. Denman, " "
Superintendent of Rolling Stock	D. R. Seymour, " "
Roadmaster	W. D. Rankin, " "

EDMONTON TRANSIT SYSTEM

117th Ave. and 80th St.

Edmonton, Alta.

City Utility Commissioner	D. B. Menzies
Superintendent	T. Ferrier
Electrical Engineer & Asst. Supt. ..	D. L. Macdonald
Accountant	W. Robertson
Claims Agent	S. C. Gosling
General Shop Foreman	H. Ward
Track Foreman	E. A. Shillabeer
Chief Traffic Inspector	J. D. McDonald

FORT WILLIAM TRANSIT

Walsh St.

Fort William, Ont.

Chairman	J. B. Chapple
Councillor	G. Burney
Councillor	F. Thornes
Councillor	G. Carson
Manager	A. V. Steele
Traffic Manager	W. Rendall
Treasurer	A. D. Hardy

GATINEAU BUS COMPANY

140 Wellington St.

Hull, Que.

President	G. G. Gale
Vice-President & Treasurer	A. C. Brittain
Vice-President	A. V. Gale
Manager	R. J. Beaudry
Assistant Manager	H. W. Trowsse
Secretary	J. R. Binks
Mechanical Superintendent	A. C. Collins
Purchasing Agent	R. F. Howard

THE GUELPH TRANSPORTATION COMMISSION

Guelph, Ont.

Chairman	F. H. Cooke
Vice-Chairman	Arthur Kearns
Commissioner	Alfred Hales
Commissioner	W. J. Arscott
Commissioner	G. L. Rife (Mayor)
Secretary-Treasurer	R. G. Stephens
Superintendent	F. R. Hewer

THE HAMILTON STREET RAILWAY COMPANY

18 Wentworth St. N.

Hamilton, Ont.

President & Managing Director	Francis Farwell
Vice-President	George E. Waller
General Manager	P. A. S. Todd
Assistant General Manager	W. G. Braden
Comptroller	J. A. Little
Secretary-Treasurer	J. J. Wall
Chief Engineer—Mechanical	B. G. Southam
Director of Research	C. W. Neilson
Superintendent of Operations	W. W. Knight
Purchasing Agent	F. A. Cooke
Claims Adjuster	J. G. Wylie
Personnel Officer	C. S. J. Lancaster

HULL CITY TRANSPORT LIMITED

Ottawa, Ont.

President	W. F. Thorn
Vice-President & General Manager	Capt. Louis Bisson, O.B.E.
Secretary-Treasurer	Albert Lemay
Superintendent	E. Montsion
Adjuster	J. J. Galarneau
Solicitor	F. Caron, K.C.

KITCHENER PUBLIC UTILITIES COMMISSION TRANSPORTATION DEPARTMENT

Kitchener, Ont.

Operating Kitchener-Waterloo Trolley Coaches, Kitchener-Bridgeport
Bus Lines and Kitchener Cross-Town Bus Lines

Chairman	A. J. Cundick
Vice-Chairman	I. A. Shantz
Commissioner	H. J. Graber
Commissioner	G. W. Gordon
Commissioner	J. W. Washburn
Manager	S. E. Preston
Engineer	A. W. Bromley
Maintenance Superintendent	J. E. Case
Traffic Superintendent	H. F. Stewart

THE LONDON STREET RAILWAY COMPANY

703 Dundas St.

London, Ont.

President	R. G. Ivey
Vice-President	D. B. Weldon
Manager	D. L. Tait
Secretary-Treasurer	L. Tait
Purchasing Agent	C. K. Morningstar
Superintendent Transportation	H. C. Boyd
Garage Superintendent	J. Dow

MONTREAL AND SOUTHERN COUNTIES RAILWAY COMPANY

(See Canadian National Railways—Electric Lines)

MONTREAL TRAMWAYS COMPANY

Tramways Bldg., 159 Craig St. W.
Montreal 1, P.Q.

President	R. N. Watt
Vice-President	W. F. Macklaier, K.C.
Vice-President & General Manager	D. E. Blair
Assistant General Manager	A. Duperron
Secretary-Treasurer	T. D. Robertson
Chief Engineer	Jules Archambault
Superintendent of Transportation ..	J. W. Lagacé
Superintendent of Car Service	D. F. Fox
Superintendent of Autobus Service ..	D. A. Starr
Superintendent of Maintenance, Autobus Department	H. R. Holder
Assistant Superintendent of Main- tenance, Autobus Department	H. W. Royl
Supervisor of Traffic Studies	R. M. Binns
Superintendent of Investigations	I. J. Sheehan
Superintendent of Rolling Stock	A. M. Lindsay
Superintendent of Equipment, Roll- ing Stock Department	D. J. Munro
General Purchasing Agent	A. H. Chisholm
Executive Assistant	Brigadier Guy Gauvreau
Superintendent of Construction and Maintenance	W. McG. Gardner
Chief Accountant	A. A. Boire
Chief Claims Agent	M. Lavallee
Superintendent of Power Dept.	W. M. Bolan
Assistant Superintendent of Power Department	W. R. Simmons

THE MOOSE JAW TRANSPORTATION COMPANY LIMITED

603 High St. W.
Moose Jaw, Sask.

President	George T. Connor
Secretary	Della A. Connor
Director	Lester McTaggart

NIAGARA, ST. CATHARINES & TORONTO RAILWAY COMPANY

(See Canadian National Railways—Electric Lines)

NOVA SCOTIA LIGHT AND POWER COMPANY, LIMITED

357 Barrington St.

Halifax, N.S.

President	J. C. MacKeen
Vice-President	J. McG. Stewart, K.C.
Manager	Norman T. Smith
Secretary	C. J. Hayes
Assistant Secretary	Miss E. H. Doyle
Claims Agent	F. J. Watson
Supt., Transit Dept.	J. J. Sears

ORILLIA BUS LINES

14 Colborne Street, East

Orillia, Ont.

Proprietor & General Manager	D. K. Valley
Office Manager	G. M. Sinclair
Master Mechanic	J. R. Macdonald

THE OSHAWA RAILWAY COMPANY

(See Canadian National Railways—Electric Lines)

OTTAWA TRANSPORTATION COMMISSION

56 Sparks St.

Ottawa, Ont.

Chairman	W. R. Creighton
Vice-Chairman	H. R. Welch
Commissioner	E. F. Marchand
General Manager	D. N. Gill
Secretary-Treasurer	E. M. Baron
Comptroller	J. H. Sanderson
Purchasing Agent	M. D. Short
Accountant	A. E. Stitt
Claims Adjuster	Geo. R. Brady
Superintendent	S. M. Short
Supervisor, Traffic Study	W. Purdy
Assistant Superintendent	John Campbell
Electrical Engineer	H. Chaput
Master Mechanic	J. H. Munford
Superintendent, Bus Department	W. George Beamish
Power Line Superintendent	S. J. Harbottle
Line Superintendent	S. P. Seguin
Track Superintendent	T. L. Brown
Auditors	Milne, Honeywell, Burpee & Clarke

PETERBOROUGH BUS LINES

Operated by Border Transit Limited

Peterborough, Ont.

President	Frank J. Mitchell
Manager and Treasurer	Laurie R. Mitchell
Secretary	J. H. Johnston

PORT ARTHUR PUBLIC UTILITIES COMMISSION

Public Utilities Bldg.

Port Arthur, Ont.

Chairman	S. Ashton
Commissioner	Dr. M. P. Benger
Commissioner	F. G. Lovelady
Commissioner	M. J. McDonald
Commissioner	Mayor Fred O. Robinson
Manager	R. B. Chandler
Assistant Manager	E. A. Vigars
Secretary-Treasurer	I. L. Obergh

PROVINCIAL TRANSPORT COMPANY

1188 Dorchester St. W.

Montreal, P.Q.

President	Hon. Alphonse Raymond, C.L., L.L.D.
Vice-President and General Manager	H. J. Curtis
Vice-President	J. E. Savard
General Superintendent	F. W. Robinson
General Superintendent of Maintenance	Stewart Bowman
Vice-President and Secretary	Roch Tremblay, LL.L.
Treasurer	E. B. Hollomby
Directors	Russell D. Bell Victor M. Drury Francis Farwell W. C. J. Meredith, K.C. Hon. Alphonse Raymond J. E. Savard J. Arthur Savoie, N.P. R. N. Watt Colin W. Webster James Wilson, O.B.E.
General Traffic Manager	R. G. Perry

THE QUEBEC RAILWAY, LIGHT & POWER COMPANY

229 St. Joseph St.

Quebec, P.Q.

President	James Wilson, Montreal, P.Q.
Vice-President and General Manager	J. N. Sicard, Quebec, P.Q.
Chief Engineer	E. D. Gray-Donald, Quebec, P.Q.
Comptroller	M. T. Bancroft, " "
Superintendent Tramways Division	J. H. Levasseur, " "
Assistant Superintendent, Tramways Division	R. L. Jess, " "
Superintendent, Montmorency Division	C. E. St. Laurent, " "

Engineer of Maintenance and Construction	G. H. Cartwright, Quebec, P.Q.
Superintendent of Rolling Stock and Shops	J. C. Dawson, " "
Purchasing Agent	J. A. Côté, " "
Secretary	J. L. T. Martin, Montreal, P.Q.

REGINA MUNICIPAL RAILWAY

Albert St. and 5th Ave.

Regina, Sask.

City Commissioner	G. M. Gillis
Superintendent	P. G. McAra
Shop Foreman	F. J. McGuinness

SANDWICH, WINDSOR & AMHERSTBURG RAILWAY COMPANY

Windsor, Ont.

Chairman and General Manager	W. H. Furlong, K.C.
Vice-Chairman	F. X. Chauvin, M.A.
Director	C. E. Jackson
Superintendent of Transportation	J. A. Norry
Assistant Superintendent of Transportation	R. J. Murray
Superintendent of Bus Maintenance and Chief Engineer	R. M. Dominey
Assistant Engineer	E. H. Fisher
Assistant Superintendent of Bus Maintenance	L. C. Warren
Superintendent of Bus Mechanics ..	Allen Mitchell
Secretary Comptroller	Alexander MacLennan
Assistant Comptroller	N. H. Easson
Cashier	E. G. Cade
Assistant Cashier	C. J. Watson
Storekeeper	A. E. Sadler
Assistant Secretary	D. Paterson

SASKATOON TRANSIT SYSTEM

Saskatoon, Sask.

Superintendent	A. G. Mills
Shops	D. R. Graham
Maintenance of Way	Herman Weenk

ST. MAURICE TRANSPORT COMPANY

Three Rivers, P.Q.

Address Communications to P.O. Box 6072, Montreal, P.Q.

Chairman of the Board	Jas. Wilson, O.B.E., Montreal, P.Q.
President	R. J. Beaumont, Montreal, P.Q.
Vice-President	A. Baribeau, Trois-Rivieres, P.Q.
General Manager	J. H. Frégeau, " "

Secretary	J. L. T. Martin, Montreal, Que.
Treasurer	N. P. Woods, " "
Directors	Jas. Wilson, O.B.E., Montreal, P.Q.
	R. J. Beaumont, Montreal, P.Q.
	P. S. Gregory, " "
	J. A. Fuller, " "
	A. Baribeau, " "

SUDBURY-COPPER CLIFF SUBURBAN ELECTRIC RAILWAY COMPANY

302 Mackey Block, Sudbury, Ont.

President	J. N. Desmarais, K.C.
General Manager	Clayton D. Aiken

TORONTO TRANSPORTATION COMMISSION

35 Yonge St.
Toronto 1, Ont.

Chairman	Wm. C. McBrien
Vice-Chairman	Wm. Croft
Commissioner	W. G. Russell
General Manager	H. C. Patten
Assistant General Manager	H. W. Tate
Operations Manager	W. E. P. Duncan
Chief Engineer	W. H. Paterson
Secretary to the Commission and Public Relations Executive	C. A. Ward
Assistant Secretary	H. E. Pettett
General Counsel	I. S. Fairty, K.C.
Treasurer	J. G. Coulthard
Assistant Manager i/c Operation ..	A. H. Foster
Assistant Manager i/c Equipment ..	J. G. Inglis
Director of Development & Re- search	W. F. Irvin
Director of Industrial Relations	W. H. C. Seeley
Electrical Engineer	J. F. Neild
Research Engineer	W. E. Ewens
Engineer of Way and Structures	W. A. MacRae
Safety Engineer	E. C. Penney
Superintendent of Traffic Department	R. Aiken
Superintendent, Motor Traffic Department	J. C. Barker
Superintendent of Rolling Stock and Shops	J. H. Miller
Superintendent of Automotive Equipment	W. Forsyth
Marine Superintendent	D. A. Peters
Director of Personnel	H. E. King
Purchasing Agent	A. V. Davidge

VANCOUVER ISLAND COACH LINES, LTD.

629 Broughton St.

Victoria, B.C.

President	Geo. H. Baillie
General Manager	Harold Husband
Secretary	Harold Husband

WINNIPEG ELECTRIC COMPANY

Electric Railway Chambers

Winnipeg, Man.

President and General Manager	W. H. Carter
Vice-President	C. S. Riley
Secretary	S. N. Currie
Comptroller & Treasurer	C. F. Lidster
Assistant Treasurer	F. S. Cook
Assistant Secretary	Miss E. Killey
Counsel and Solicitors	Guy, Chappell, DuVal, Guy & Wilson
Manager of Transportation	C. H. Dahl
Manager of Electric Utility	E. V. Caton
Public Relations and Publicity	A. E. Parker
Purchasing Agent	V. J. Percy
Manager of Personnel	G. T. McIntosh
Transportation Engineer	G. McDermid
Superintendent of Transportation	W. J. Jones
Superintendent of Equipment	H. A. Couch
Superintendent, Way & Structures	A. E. Bennett
Regulator of Traffic Schedules	C. Dempster
Superintendent of Railway Distribution	H. G. Stewart

Associate Member Companies

- ACF-Brill Motors Company, Philadelphia 42, Pa.**—Manufacturer of Intercity Motor Buses, City Motor Buses and Trackless Trolley Coaches.
- Aerocoach (Motor Coach Division, General American Transportation Corporation) East Chicago, Indiana**—Manufacturer City and Intercity Coaches.
- Aluminum Company of Canada, Ltd.**—Sales Offices: Montreal, Toronto, Windsor, Quebec and Vancouver—Aluminum in ingot and pig form, all forms of semi-fabricated wrought, extruded and cast aluminum products, industrial chemicals.
- Asbestonos Corporation Limited, St. Lambert, Montreal; Vancouver, Calgary, Winnipeg, Toronto, Ottawa, Quebec, Moncton:**—Brake Lining in Rolls and Sets, Brake Blocks, Clutch Facings, Rivets, Bonding Equipment; Packings; Asbestos Cloth; Brake Lining Machines and Tools; Brake fluid and Anti-freeze.
- Associated Equipment Company of Canada Ltd., Montreal, P.Q.**—Motor Coaches, City Service Buses, Trolley Coaches, Diesel Oil Engines, Rail-cars.
- Bear Equipment and Services Limited, Toronto, Ont.**—Wheel alignment, Frame, Axle and Wheel Straightening Equipment, Wheel alignment and Brake Testers, Static Dynamic Wheel Balancers. Industrial balancing machines for all rotating parts.
- Bendix-Eclipse of Canada Limited, Windsor, Ont.**—Automotive Starter Drives, Zenith and Stromberg Carburetors, Skinner Gasoline Filters, Brakes—Mechanical, Hydraulic, B-K Vacuum Power Brakes and Bendix-Westinghouse Automotive Air Brakes.
- Bendix-Westinghouse Automotive Air Brake Co., Elyria, Ohio**—Complete Air Brake systems and accessories for buses, trucks and trailers, Air Brake Conversion Kits, Air Clutch Control, Air Steering, Air Horns, Air Supply Units and other air controls for automotive and industrial application.
- Bepco Canada Limited, Montreal, P.Q., Toronto, Ont. and Vancouver, B.C.**—Streetcar, Trolley Coach, and Subway Electrical Equipment; Substations; Transformers; Rectifiers; Diesel Electric Locomotives; Armature Coils; Repairs.
- British American Oil Company Limited, Toronto, Ont.**—Petroleum products—Peerless Ethyl and Nevv-Nox Gasolenes, Peerless Motor Oil, Industrial Lubricating Oils and Greases, Kerosene, Fuel Oils.
- Brown, Boveri (Canada) Limited, Montreal, P.Q.**—Power Rectifiers, Air-blast Circuit Breakers, Load Disconnecting Switches, Train Lighting Regulators, Static Condensers, Surge Arrestors, complete electric drives for street cars, trolley buses, and main line electric Diesel and Gas Turbine locomotives.
- Canada Iron Foundries Limited, Montreal, P.Q.**—Manufacturers of Chilled Tread Cast Iron Wheels, and Railway Castings in Grey Iron.

Canada Wire and Cable Company, Limited, Toronto, Ont.—Copper and Phono-Electric Trolley Wire; Copperweld and Galvanized Steel Span Wire and Guy Strand; Bare and Weatherproof Copper Wire and Cable; Aluminum, Zinc, and Brass Wire; Rubber, Varnished Cambric, Paper, Asbestos and Plastic Insulated Cable and Accessories; all types of Magnet Wire; Steel Wire Rope and Accessories.

Canadian Car & Foundry Company Limited, Montreal, P.Q.—Buses and trackless trolley coaches; Electric Street Cars; Railway Equipment; Mine Cars and Equipment; Aircraft, Castings of all types; Frogs, Switches and Trackwork; Railway Car Wheels, Springs and other Railway, Mining and Marine Specialties.

Canadian General Electric Company Limited, Toronto, Ont.—Electric Propulsion and Auxiliary Equipment for Trolley Coaches and Street Cars; Electrical Apparatus for Power Plants and Substations; Motors and Control; Arc Welders and Electrodes; Lamps; Wire and Cable; Glyptal Insulating Varnishes and Electric Finishes; Radio Communication Equipment.

Canadian Johns-Manville Co., Limited, Montreal, P.Q.—Car, Moulded and Steam Insulation, Car and Bus Flooring, Brake Blocks, Asbestos Packings and Roofings, Tape and Splicing Compound.

Canadian Marconi Company, Montreal, P.Q.—All types of Radio Equipment for Mobile, Marine, Point-to-Point, etc., Communications.

Canadian National Carbon Company Limited, Toronto, Ont. Branch Offices—Winnipeg, Montreal—Anti-freeze; Flashlight batteries, radio batteries, hearing aid batteries, and telephone and ignition dry cells and batteries; Brushes for electric motors and generators, welding carbon products and contacts; Carbon and graphite electrodes and anodes; Flashlights; Anodes, powders, plates, rods and tubes; Lamps for automobiles, flashlights, radios and other uses; Lighting carbons for carbon arc lamps, industrial irradiation, searchlights, motion picture projection, photography, devices for spectroscopic analysis; and medical apparatus; Plastic Products—Shower and window curtains, tablecloths, shelf edging, ruffling and fabric by the yard; Structural materials for corrosion-resistant plant structures and equipment.

Canadian Ohio Brass Company, Limited, Niagara Falls, Ont.—Overhead Line Material, Rail Bonds, Automatic Car Couplers, Porcelain Insulators for Transmission and Distribution Lines, High-voltage porcelain apparatus bushings, etc.

Canadian Oil Companies, Limited, Toronto, Ont.—Petroleum Products: White Rose Gasoline, White Rose Motor Oil, Kerosene, Industrial Lubricating Oils, Greases.

Canadian Street Car Advertising Company, Limited, The, Montreal, P.Q.—Street Car and Bus Advertising.

Canadian Westinghouse Company Limited, Hamilton, Ont.—Street Car and Trolley Coach Motors and Controls; air and electric brakes, car couplers, unit substations for Street Railways including Ignitron Rectifiers, Electric Locomotives, and Maintenance Shop Supplies—Battery Chargers, Arc Welders, Compressors, motors and Renewal Part Service.

- Cheatham Electric Switching Device Company Inc., Louisville, Ky.**—Electrically operated track switches, derails and interlocking plants for street cars; push button controls for overhead trolley frogs in trackless trolley storage yards.
- Coghlin, B. J., Company, Limited, Montreal, P.Q.**—Manufacturers of Springs for Railways and every purpose, Track Tools and Railway Supplies.
- DeVilbiss Manufacturing Company Limited, The, Windsor, Ont.**—Spray Painting Equipment, Spray Booths, Air Replacement Equipment, Exhaust Systems, Hose and Hose Connections, Air Compressors.
- Dominion Rubber Company, Limited, Kitchener, Ont.**—Automobile, Truck and Coach Tires, Tubes and Accessories.
- Dominion Wheel and Foundries, Limited, Toronto, Ont.**—Car Wheels, Brake Shoes and Grey Iron and "DOMITE" Alloy Iron Castings, General Engineering Work.
- Dunlop, Tire & Rubber Goods Company, Limited, Toronto, Ont.**—Automobile, Bus, Truck, Bicycle Tractor, Implement, Grader and Aircraft Tires, Tubes and Accessories; Industrial Rubber Products for all purposes; "DUNLOPILLO" Foamed Latex Cushioning for Automobiles, Trucks, Buses, Street Cars, Railway Cars, Hospitals, Home Furnishings, Golf balls and sports goods, etc.
- Firestone Tire & Rubber Company of Canada, Limited, Hamilton, Ont.**—Tires, Batteries and Truck Supplies.
- Fitzjohn Coach Company, Muskegon, Mich.**—Motor Buses.
- Flxible Company, The, Loudonville, Ohio**—Manufacturers of Inter-city and Suburban Express Coaches.
- Ford Motor Company of Canada, Limited, Windsor, Ont.**—Motor Cars, Trucks, Ford Tractors and Motor Coaches.
- GMC Truck & Coach Division, General Motors Corporation, Pontiac 11, Michigan**—Manufacturers of City and Intercity Coaches, 27 to 50 seated passenger capacity.
- Goodrich, The B. F., Rubber Company of Canada, Limited, Kitchener, Ont.**—Automobile, Bus, Truck, Farm Implement and Tractor Tires and Tubes; Rubber Accessories, Storage Batteries and Hot Water Heaters.
- Goodyear Tire & Rubber Company of Canada, Limited, New Toronto, Ont.**—Automobile, Bus, Truck, Tractor, and Motorcycle Tires and Tubes; Rubber Accessories, Batteries; Belting, Hose, Packing, and Rubber Molded-on Goods; Rubber Heels and Soles; Neolite Products; Pliofilm; "Airfoam" Foamed Latex Cushioning for Buses, Street Cars, Railway Cars, etc.
- Gutta Percha & Rubber, Limited, Toronto, Ont.**—Motor Tires and Tubes—Camelback and Tire Repair Materials, Automobile Accessories, Rubber Transmission Belting and Conveyor Belting, "V" Belts and F.H.P. Belts, Rubber Hose for water, steam, air, suction, spray and fire protection, Hard Rubber Goods, Rubber and Canvas Footwear.
- Hart Battery Company, Limited, St. Johns, P.Q.**—Hart Storage Batteries and Lodge Spark Plugs.

Imperial Oil Limited, Toronto, Ont.—Gasoline, Fuel Oil, Lubricating Oils and Greases.

International Paints (Canada) Limited, Montreal, P.Q.—Railway Varnishes, Body Colours, Enamels, Surfacer and Waterproof Coatings.

Leyland Motors (Canada) Ltd., Malton, Ont., Box 69, Terminal "A", Toronto—Motor Buses, Trucks, Industrial and Marine Diesel Power Units.

Lyman Tube & Supply Company Limited, Montreal, Toronto, Vancouver—Railway and Bus Equipment, Mechanical Tubing, Electric Motor Repair Equipment, Ball and Roller Bearings.

Mack Trucks of Canada Limited, Toronto, Montreal—Light and Heavy Duty Motor Trucks; Buses; Trolley Coaches and Fire Apparatus.

McColl-Frontenac Oil Company Limited, Montreal and Toronto—Petroleum Products, Texaco Sky Chief and Texaco Fire-Chief gasoline, Havoline and Texaco Motor Oils, Texaco Marfak, Texaco Marine and Industrial Lubricating Oils and Greases.

Melflex Products (Canada) Ltd., Fort William, Ont.—Melflex "Mel-isle" Ribbed and "Mel-flor" Plain black smooth flooring for Aisles and Platforms and underneath seats, as required; molded safety step treads for all types and models of buses, coaches, trolley coaches and modern PCC street cars; Melflex "Melastic" Waterproof Bus Flooring Cement; "Mel-tred" Molded Safety Step Treads.

Metal & Thermit Corporation, Toronto, Ont.—Welding Supplies and Equipment.

Moore & Co., Samuel, Mantua, Ohio—RUB-BUB Safety Floorings, Safety Step Plates, and Safety Platform Plates; RUB-BUB Polaroid Safety Sun Visors; RUB-BUB Dekovan Stanchions and Stanchion Fittings; RUB-BUB Synthetic Flexible Radiator Hose and Hose Clamps; RUB-BUB Rubber Cements, Underbody Preservative and Deadner, Sealers, Caulks.

Motor Coach Industries Limited, Winnipeg, Man.—Manufacturers of Buses, Trailers, and Road Machinery.

Murphy Paint Company Limited, The, Montreal, Toronto, Windsor, Winnipeg, Vancouver—Narvex Synthetic Transportation Finishes, Paints, Varnishes, Enamels and Lacquers.

National Pneumatic Company, Inc., New York City, N.Y.—Electric and Pneumatic Door Operating and Safety Control Equipments, and Pneumatic Windshield Wipers.

Northern Electric Company Limited, Montreal, P.Q.—Bare and Insulated Wires and Cables, Telephone Apparatus; Fire Alarm, Police and Traffic Signals; Radio and Sound Equipment; Overhead and Underground Distribution Material, and Electrical Supplies.

Ontario Safety League, Toronto, Ont.—Accident Prevention.

Phillips Electrical Works, Limited, Brockville, Ont.—Copper Rods, Bare and Insulated Electric Wires and Cables, Telephones and Communication Equipment.

Powerlite Devices, Limited, Toronto, Ont.—G. & W. Accessories, Potheads, Oil Switches, etc.; S & C High Voltage Protective and Interrupting Equipment; Weston Indicating Meters; Anderson Charging Plugs; Electroline Splices and Dead Ends; A.T.C. Automatic Temperature Controls; Hunt Q.A.W. Valves.

Quebec Safety League, (Province of), Montreal, P.Q.—Accident Prevention.

Railway & Power Engineering Corporation, Limited, Toronto, Ont.—“Lenox” Hack Saw Blades and Bandsaws; Wire Rope; Stainless Bolts, Nuts, Machine Screws, Wood Screws, Rivets, etc.; Electric Material Handling Trucks; Turbine Pumps, etc.; A.C. & D.C. Electric Motor Control Apparatus; Cherry Rivets; Drawn Steel Gear Cases; Ca-vel Plushes; Tool Steels; Trolley Catchers; Commutators, Trolley Wheels, Ears, etc.; Brush-Holders with reversible and renewable box; Haskelite and Plymetl; Sweeper Rattan; Hinges and Butts; Bus Heaters, Automatic Radiator Shutters; Sanders, Glowlites; Rubber Shock Mountings; Luminator Lighting Fixtures; Rub-bub Flooring for Transit Vehicles; Carbon Brushes; Lock Washers, Curtain Fixtures, etc.; Railway Car Trucks; Air Operated Door Control, Treadles, Windshield Wipers, etc.; Heywood-Wakefield Bus and Car Seats; Route and Destination Signs; Blackhall Bus and Car Washers; Rigidized Metals; Pneumatic Sanding and Rubbing Machines; Simplex Jacks; Roller Bearings for Railroads; Fareboxes—Bus, Street Car; Automatic Car Couplers; Vapofier Gas Generating Unit; Armature Coils.

Reo Motor Company of Canada Ltd., Toronto, Ont.—REO Buses, REO Coaches, REO Speed-wagons and REO Heavy Duty Trucks; Agents for Timken-Detroit Axle Parts; Agents for Cleveland Universal Joint Drive Line Parts; Agents for Roadmaster Power Brakes; Genuine REO Parts.

Joseph Robb and Company, Limited, Montreal, Que.—Manufacturers of Hunt-Spiller Gun Iron Brake Drums; Double Seal Piston Rings.

Rogers Majestic Limited, Leaside (Toronto 17) Ont.—Radiotelephone Equipment, both fixed and mobile types, for all municipal and industrial applications.

Seiberling Rubber Company of Canada, Limited, Toronto, Ont.—Automobile, Bus and Truck Tires and Tubes; Druggists Rubber Sundries.

Sherwin-Williams Co. of Canada, Limited, The, Montreal, P.Q.—Paints, Varnishes, Enamels and Lacquers.

Southam Press Montreal, Limited, Montreal, P.Q.—Tickets, Transfers, Printing and Lithographing.

Timken-Detroit Axle Company, The, Detroit, Michigan—Axles and brakes for all sizes of Motor Coaches, Trolley Coaches, Motor Trucks and Trailers.

Tool Steel Gear & Pinion Company of Cincinnati, Ohio, The, New Brunswick, N.J.—Tool Steel Hardened Gears, Pinions and Reduction Units.

Transit Advertising Co., Ltd., Toronto, Ont.—Street Car and Bus Advertising.

Transit Buses, Inc., Detroit 27, Michigan—Manufacturers of Transit Type Buses.

Twin Coach of Canada, Limited, Toronto, Ont.—Twin Coach City Buses, Intercity and Suburban Coaches.

United States Steel Export Company, Toronto, Ont.—Steel Wheels (Solid and Resilient,, Rails, Rail Bonds, Crossing Switches, and High Strength (Cor-Ten) Steel.

White Motor Company of Canada Limited, The, Montreal, P.Q.—Trucks and buses.

Associate

John M. Fairbairn—Chas. Warnock & Co. Limited, Consulting Engineers, Montreal, P.Q.

H. E. Parker—Canadian Westinghouse Company Limited, Montreal, P.Q.

Col. Harley L. Swift—Harrisburg Railway Company, Harrisburg, Pa.

Robert R. Thomson—Imperial Oil Limited, Winnipeg, Man.

Norman D. Wilson—Consulting Engineer, Toronto, Ont.

Officers 1949-50

HONORARY ADVISORY COUNCIL—

W. H. Carter, President and General Manager, Winnipeg Electric Company.

W. R. Creighton, Chairman, Ottawa Transportation Commission.

V. Cusson, Chairman, Montreal Tramways Company.

Dr. A. E. Grauer, President, British Columbia Electric Railway Co., Ltd.

R. G. Ivey, K.C., President, The London Street Railway Company.

Wm. C. McBrien, Chairman, Toronto Transportation Commission.

J. N. Sicard, General Manager, The Quebec Railway Light & Power Company.

G. Fraser Stewart, K.C., City Solicitor, Regina Municipal Railway.

Aubrey A. Burrows, President Acton Burrows Company, Publishers, Canadian Transportation.

PRESIDENT—W. H. Furlong, K.C., Chairman, Sandwich, Windsor and Amherstburg Railway Company.

VICE-PRESIDENT—J. R. Empringham, Superintendent, Niagara, St. Catharines and Toronto Railway Company.

TREASURER—Leonard Tait, Secretary-Treasurer, The London Street Railway Company.

HONORARY COUNSEL—Irving S. Fairty, K.C., General Counsel, Toronto Transportation Commission.

EXECUTIVE COMMITTEE

The President, the Vice-President, the Treasurer, the Immediate Past President (E. Gray-Donald, Chief Engineer, The Quebec Railway, Light and Power Company,) the Honorary Counsel, Mr. Irving S. Fairty, K.C., General Counsel, Toronto Transportation Commission, and:

E. W. Arnott, Vice-President, Vancouver Island, B.C. Electric Railway Co. Ltd.

D. E. Blair, Vice-President and General Manager, Montreal Tramways Company.

R. B. Chandler, Manager, Port Arthur Public Utilities Commission.

H. J. Curtis, Vice-President and General Manager, Provincial Transport Company.

C. H. Dahl, Manager of Transportation, Winnipeg Electric Company.

A. Duperron, Assistant General Manager, Montreal Tramways Company.

D. N. Gill, General Manager, Ottawa Transportation Commission.

P. G. McAra, Superintendent, Regina Municipal Railway.

H. C. Patten, General Manager, Toronto Transportation Commission.

S. E. Preston, General Manager, Kitchener Public Utilities Commission.

Sigurdur Sigmundson, Manager Transportation Operations, British Columbia Electric Railway Co.
N. T. Smith, Manager, Nova Scotia Light & Power Company.
H. W. Tate, Assistant General Manager, Toronto Transportation Commission.
P. A. S. Todd, General Manager, The Hamilton Street Railway Company.
R. N. Watt, President and Managing Director, Montreal Tramways Company.
C. V. F. Weir, Superintendent, Calgary Transit System.

LEGISLATIVE REPRESENTATIVES

ALBERTA—Thomas E. Garside, K.C.
BRITISH COLUMBIA—A. Bruce Robertson.
MANITOBA—R. D. Guy, K.C.
NEW BRUNSWICK—J. A. Olive.
NOVA SCOTIA—J. E. Rutledge, K.C.
ONTARIO—Irving S. Fairty, K.C.
QUEBEC—P. H. Buffard.
SASKATCHEWAN—G. Fraser Stewart.

MANUFACTURER'S SECTION

CHAIRMAN—Dudley S. Young, Powerlite Devices Limited, Toronto, Ontario.
SECRETARY-TREASURER—R. R. Mills, Canadian Ohio Brass Company, Limited, Niagara Falls, Ontario.

DIRECTORS—

R. E. Fielder, General Motors Corporation, Truck and Coach Division, Pontiac, Michigan.
A. W. Barber, Dunlop Tire & Rubber Goods Company, Ltd., Toronto, Ontario.
J. H. Ratcliff, Canadian General Electric, Toronto, Ontario.

PROCEEDINGS

Forty-fourth Annual Meeting Canadian Transit Association

**Royal York Hotel, Toronto, Ontario
June 13, 14, 15, 1949**

The Forty-fourth Annual Meeting of the Canadian Transit Association was held at the Royal York Hotel, Toronto, Ontario, on Monday, Tuesday and Wednesday, June 13, 14 and 15, 1949.

There was an attendance of 502, made up as follows: 178 Operating Members representing 28 companies, 158 Associate Members, 3 Associates and 163 guests.

The programme was designed to bring out the importance of Transit in the development of civic life and outlined some of the problems involved.

On Monday morning, June 13th, President Furlong presented a thought-provoking address in which he emphasized the necessity of Management and Labour sitting down together to work out the future welfare of the Industry.

Warren R. Pollard, President of the American Transit Association dealt with "Rising Costs and Declining Traffic Creates Serious Problems for U.S. Transit Companies", and Murray Bosley, B. Comm. of W. H. Bosley & Company, Realtors, addressed the meeting on "The Effect of Transit on Real Property."

On Tuesday, June 14th, Tracey le May, Planning Director, Toronto City Planning Board, spoke about "Town Planning and Transit." Owing to the illness of Guy C. Hecker, Executive Manager, American Transit Association, Arthur W. Baker, General Secretary of the A.T.A., read his excellent paper on "Analysis of the Effect of Transit Fare Increases on Riding and Revenue." As a follow up to the paper presented last year by Dr. W. A. Tillmann, an address was given by K. S. Bernhardt, Professor of Psychology on Employer-Employee Relations.

On Wednesday morning, June 15th, representatives of the following properties gave talks on "Why We Changed the Transit Vehicle on Our Property":

Cornwall	—C. I. Bacon
Halifax	—J. J. Sears
Quebec	—E. D. Gray-Donald
Port Arthur	—R. B. Chandler read by E. A. Vigars
St. Catharines and Niagara Falls	—J. R. Empringham
Kitchener	—S. E. Preston (Very interesting coloured movies from Kitchener were also shown.)

There were two afternoon sessions at which programmes were presented by several of the Standing Committees.

On Monday afternoon the Operating Committee invited the Public Relations Committee to present a dramatization of "How to Handle the Public". This was followed by a free discussion of the question of training employees.

On Tuesday afternoon, the Engineering Committee presented a series of coloured movies on "Rubber" and the "Construction and Care of Tires."

Special mention should be made of the poster exhibit of the Public Relations Committee which was set up on the Convention Floor.

On Wednesday morning, the Nominating Committee presented their report and the new officers were duly installed.

The Ladies were taken for a visit to the famous James Gardens, followed by tea at The Old Mill on Monday afternoon. On Tuesday afternoon, they enjoyed a two-hour sight-seeing trip around Toronto.

On Monday night, as guests of the Niagara, St. Catharines and Toronto Railway Company, the members were greatly delighted with a two-hour sail on the lake. This was a particularly enjoyable trip because Monday was very warm and humid.

On Tuesday night, the members were royally entertained at a Supper Dance which included a Floor Show, as guests of the Toronto Transportation Commission, at the Royal York Hotel.

Inspection trips around the properties of the Toronto Transportation Commission were arranged for Wednesday afternoon.

A particularly pleasant feature of the meeting was the general invitation sent out by the Associate Members to attend receptions at Bill's Billet each day before lunch and each evening before dinner, as well as before the Supper Dance.

The Members are under a deep debt of gratitude to their friends and hosts whose gracious consideration and generosity made the Forty-fourth Annual Meeting such an outstanding success.

FIRST DAY'S PROCEEDINGS

Morning Session

PRESIDENT: Ladies and Gentlemen. It gives me great pleasure to declare the Forty-Fourth Annual Meeting of the Canadian Transit Association open for business.

The first order of business which appears on the program is the ratification of the 1948 Annual Meeting Minutes. Now I think they have all been sent out to the members and we haven't heard of any objections and I think a motion is in order to dispense with the reading of those Minutes and the confirmation of their approval.

MR. FERRIER: I so move.

MR. GRAY-DONALD: I second the motion.

PRESIDENT: All in favour? Any opposed? Carried unanimously.

The next item on the program is that we have a number of applications for membership. During the past year your Executive has approved the applications of five new Members or Associate Members, the Associate Members are as follows: Bendix-Eclipse of Canada Limited, Powerlite Devices Limited, British American Oil Company Limited, Asbestonos Corporation Limited, and J. M. Fairbairn, President, Charles Warnock and Company Limited, Engineers. Ottawa Transportation Commission made application for membership of their Company which was formerly Ottawa Electric Company. According to our Constitution, these applications have to be ratified by the Annual Meeting. Will somebody make the required motion?

MR. PATTEN: I move that these applications be accepted.

MR. FERRIER: I second that motion.

PRESIDENT: It was moved by Mr. Patten and seconded by Mr. Ferrier that the aforementioned applications be accepted. All in favour, Gentlemen? (CARRIED.)

President's Address

This seems to be where I have the floor. Ladies and Gentlemen, I greet you and welcome you all on this important occasion. I am sure I speak for all when I express on behalf of the Association and the Members, our thanks for the manner in which we have been made to feel at home by our hosts, the Toronto Transportation Commission, and for the very hospitable welcome extended to us.

At the conclusion of a presidential year, I realize, more than I ever did before, how vital it is that we meet together at least once a year to receive reports from our Committees and to discuss problems common to us all. I realize also how very much any President of this body is indebted to the faithful and self-sacrificing members of our various Committees and to those who assist in administering the affairs of our organization. I thank them most earnestly, every one, for their encouragement, their advice and their never-failing co-operation during my term of office. I would like to add here a word of appreciation to the members of the American Transit Association, who have at all times stood ready to come to our aid when we sought assistance. As always, they have been a tower of strength to us.

Executives, to paraphrase a famous poet, may come and executives may go, but committees go on forever. Everyone connected with a group such as ours knows that the real work is done by the various committees and their respective Chairmen. I acknowledge this humbly and with gratitude.

At the very outset, I deem it altogether fitting to read, in part, a resolution recorded in the Minutes of your Executive Committee and passed by them at a recent meeting.

"It is with profound regret the Executive marks the passing of our Honorary President, Mr. Acton Burrows, in his 96th year.

"One of the first to attend meetings of the Association and an early Secretary, he retained his connection with the Association as its Honorary President, which position he held at the time of his death.

"He was our friend and mentor. His shrewd perception made his advice valuable; his ready wit lightened our burdens and his going from us marks the passing of another pioneer."

I close my year with mingled feelings. There have been

President's Address

times when the task seemed fraught with disillusionment. There have been other times when I have seen our problems more clearly. Ours is a fascinating business. Its multiplicity of interests are almost endless. Having regard for all the varied phases of our work, I consider it my duty to attempt to pass on to those who will follow me some of the thoughts I have on the job that lies ahead—a job that will require the utmost from each and every one of us if we are to make the most of our opportunities and meet the obstacles which inevitably will present themselves.

Having in mind at all times the growing communities we serve, I emphasize the necessity for keeping abreast of changing conditions not only with regard to our own operations but also with respect to our government and the general economic welfare of our nation. We emerged from a depression at the commencement of the war in 1939. Although the war ended in 1945, we still are suffering from a war hangover and we face a period of returning to normalcy at a more accelerated rate of speed than perhaps we have anticipated. One thing, however, remains uppermost in the minds of the people we serve. They still are seeking comfortable transportation in modern vehicles, regularly operated on frequent schedules and in a safe manner by courteous drivers.

Before I pass on to the main subject of my message, I would like to say that the year just closing has been one highlighted by an experience important both to my education as a transit officer and my growth as a citizen. I have learned something more about working harmoniously with my fellow man. It has been a privilege to lead you; a revelation to learn how tremendous is the task we have to perform as an association and a confirmation of my faith in others to learn how genuinely anxious all are to solve our problems together.

After years of attendance at conventions and conferences I have come to the conclusion that I should, in this address, attempt to deal with at least one of the most difficult problems we are faced with. I ask you, therefore, to bear with me as I attempt to state what, to me, seems the most urgent problem we face, namely the annual ordeal of negotiating Management-Labour agreements, commonly known as collective bargaining. I am convinced that we must dedicate ourselves to some serious thinking on this problem. We must accept courageously the challenge it offers. We must go forward, believing it can be solved. If we lose faith, we invite chaos and the eventual admission that we have failed.

President's Address

More and more it seems to me that the time consumed in considering and discussing the annual demands of employees for concessions is becoming longer. Prior to the war, negotiating a labour contract was relatively a simple matter, because the demands made were not excessive. After the war got under way, higher increases were demanded because the Government took a greater share of income, including forced savings, and because the cost of living went up. Now that income taxes have been reduced, and there appears to be a levelling off in the cost of living, there is no apparent proportionate falling off in labour's demands. Instead, we find an even greater over all total in demands, including numerous so-called fringes, which includes different forms of social security, benefits and allowances.

Our company, like many others, would like very much to meet all these demands if there was any method of obtaining the money with which to pay for them. You have all had similar experiences and have had to spend much time and effort, not always without some threat to operations, in meeting and solving your problems in this respect.

These continuing higher demands seem to me to pose several more important questions: (1) What standard of living should a company be compelled to provide through wages? (2) Should wages be increased by a set rate across the board or should the jobs be evaluated individually? (3) How much or what proportion of the demands made by labour is a problem for government and not for industry?

A fourth question would obviously be—What is the formula to bring about a solution to these questions?

We acknowledge that we owe a duty to our employees. We also owe a duty to the general public who depend upon us for transportation, and we likewise owe a duty to our creditors and to all those people who have entrusted their savings with us as investments in our undertakings and expect and deserve protection with regard thereto. These are the essential premises on which we base our operation in the mass transportation industry. Like all other similar premises, they cannot remain fixed for long, except as basic principles, to be considered in their relationships one to the other. They continually must be revised to meet contemporary events or circumstances.

It is commonplace, perhaps, to remind you that we live in a changing world. I think we are just a bit prone to forget

President's Address

that change is inevitable in our thinking and our approach if we are to remain abreast of the time in which we live and the demands made upon us for service as well as demands from our employees for more concessions. We must be ready at all times to meet changes and to realize that continued resistance to some change eventually may overwhelm us.

Strife of one kind or another is the common lot of mankind. We cannot hope to escape our share of it in the industry in which we are engaged. Nations have been pitted against nations since time began. Peoples have fought peoples in every period of history. Hot and cold wars have been the lot of man through the centuries. Our hope must be that the transportation industry can find a formula to do away with the unnecessary and undesired mild cold war, so to speak, experienced at least once a year with regard to contracts dealing with wages and working conditions, and to obtain contracts for periods longer than one year.

Management and Labour both have their troubles. Both, I think, are trying to solve them in their own best way as they are able to see their way. The only solution satisfactory to both is one which will permit Management greater freedom to apply its energy to the main business of the enterprise and, at the same time, leave Labour less concerned with its future security.

Both Management and Labour must come to realize that in fighting for their so-called rights, individual freedoms should be preserved, restricted only to the extent that the other is not jeopardized. We should have in mind at all times not only the interests of ourselves but of the public we serve.

My major question in this address is one which may not be new, but which must be approached in a new way. It is this—why cannot we, as an Association, meet with the heads of our labour organizations in an attempt, through co-operation, to work out a formula that will solve this common problem?

Among the matters which must be laid down as a basis for any such meeting of minds are these: there is a limit to the capacity and willingness of the general public to pay. During our severest depression, we witnessed the sorry plight of people unable to pay taxes on their property and in many cases losing their life's savings. It is a fundamental principle that assessments and taxes, when too high, result in confiscation. It is the same with our industry.

President's Address

A company whose operating expenses rise to such an extent that fares are raised too high, loses riders. With fewer riders, there follows a reduction in schedules, the employment of fewer workers and a reduction in the service rendered the community at large. These things are simple to understand. They need no special emphasis here. A bankrupt employer is of no benefit to his employees. Therefore, every employee should be as much interested in the financial stability of the company as are the managers of that company. No company should be expected to pay out money it cannot afford.

Nor can we pay wages with brick and mortar nor equipment nor with surpluses plow back into the business, for the simple reason that none of these is liquid. It seems only common sense on the part of both Management and Labour to come quickly to the realization that the vicious merry-go-round of higher demands and increased fares only reduces the chance of continued employment. In the last few years the hours of work have decreased while wages have increased. There must be a full realization that this process has its limits if the community and the nation—in fact the universe—is to survive.

It seems to me gentlemen, that fear is at the root of our deepest troubles. Labour, for fear that it will find itself destitute one day, is trying to obtain all it can now in the belief that this will protect them forever. Management, on the other hand, because of fear, holds back because it sees bankruptcy in the offing.

Surely, there must be a happy medium between the two, which can be found by reasonable men on both sides.

I suggest that if a meeting of minds does occur on an important level between the heads of our Association and the heads of Labour, that such meeting be confined to those of our Association who are immediately interested as operators, and to those heads of Labour who are immediately interested in the organizations to which our employees belong, in the hope that an honest endeavour will be made by both parties to bring about at least a partial formula.

I think I know what is passing through the minds of most of you who hear this message re-stated. It is the oft-spoken thought: So what? Where do we go from here? You have stated the problem, now answer it.

I believe we have reached the point where an answer

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not only is closer at hand, but is absolutely necessary. This is a matter that demands special attention on our part and on the part of all those engaged in our industry.

As General Manager of a transportation system of modest proportions, I would like to devote more of my time and energy to the main business of the company. Instead, I find myself engaged most of the time in considering new demands and solving proposed adjustments. We now spend from three to six months negotiating in order to arrive at a one-year contract.

This is a problem, gentlemen, which I submit to you in all sincerity. As your President, I seek enlightenment, and as a member of the Canadian Transit Association, I seek a safe path toward normal progress. Working together with the men and women responsible for the varying phases of our operation, from the highest paid to the humblest, I think it would be excellent if we could meet and solve our problem.

With this end in view, I leave with you as my final word, a plan which I believe has merit and which I think is practical as well as not too difficult of accomplishment.

It has been brought to my attention very forcibly this year that the labour organizations we deal with, are very much better prepared to enter collective bargaining negotiations than we are. Unlike the most of our Member Companies, the labour unions we deal with have the benefit of expert transportation economists. One operates out of Chicago, Washington and Philadelphia. This group is known as the Labour Bureau of the Middle West. To this Bureau, I understand, goes a copy of every contract obtained from a transit company by an A. F. of L. local union. It is dissected and tabulated by these experts. From these tabulations and from the research departments maintained by these economists, expert advice is given with respect to negotiations. Should negotiations fail to bring agreement and a conciliation board is named, a case can be prepared with all the necessary and multitudinous exhibits in much faster time and with more efficiency than any of our companies, except possibly two or three throughout the Dominion.

Our Association never has established or had the benefit of such a department. My suggestion is that such a department be set up by our Association with as little delay as possible. It should be headed by a capable, experienced transportation economist. With such service available to us, we

President's Address

can, at this late date, do what Labour has been doing for a number of years, and make such service available to every member of our Association to assist them in their contract negotiations, contract terms and any conciliation hearing that may result therefrom.

The result of this will be an examination into the reasons and the fundamental principles upon which Labour bases any or all of its demands. This new department would not operate to deprive Labour of anything that is fair, but it will furnish our companies with sound ideas and strong evidence with regard to unfair demands or violation of fundamental principles and, backed up by research, it will make available reasonable arguments against unreasonable demands.

A few of the pertinent questions which such a Department might be requested to answer are as follows:

Should we resist a further round of higher demands from Labour?

Should we resist increased fares?

Are the public we serve willing to cheerfully pay any fare that is necessary to produce the money required to meet the demands of Labour?

What is a reasonable fare in any given community?

What are reasonable wages and working conditions for our employees in any given community?

Should we forego paying our debts and the establishment of reserves necessary for sound financial operation in order to satisfy higher demands of Labour?

What is the difference between the wages we now pay and what Labour calls "Real Wages"?

Our Committees will, when they meet, add a great many more questions to my small example list.

When this department I propose has reached an efficiency equal to that of the "Bureau of Middle West" which is now operating out of Chicago, we can then attempt to obtain the meeting I have already suggested between our Association and the heads of Labour, and see if we cannot arrive at a reasonable formula to end or at least reduce the difficulties arising from and the time consumed in the annual ordeal of collective bargaining.

President's Address

In conclusion, I wish to express my most sincere appreciation for the privilege and honour you have done me in permitting me to serve as your President during the past year. I wish the Association and all its members every success and prosperity.

I cannot sit down without expressing my personal gratitude to those most closely associated with me in conducting the affairs of your Executive. At all times they have been most helpful and co-operative. I feel that we have come to know each other in a way not possible through any other contact. I am confident that we have a strong organization. I am of the opinion it can be made to serve our essential needs even more efficiently as time goes on and I ask the undivided support of each and every member in the years to come. Our organization can only be completely successful when all of us, without any exception, take an active and whole-hearted interest.

Working together, we can achieve improved conditions, better serve the public and make more workable the necessary and continued close relations we have with our employees. The transit industry is an essential part of our economy. We must strive to make Management's part an example above reproach, either from the public standpoint or that of our employees.

I wish you would remember one thing, even if you forget all else I have said: Like all successful enterprises, ours is one which requires the utmost service from its members. I can leave to my successors no more encouraging hope than this: that in the years to come, every member organization will strive to make its contribution to a better and more progressive Canadian Transit Association. This is our plain duty, our moral obligation and our hope for the future. Thank you. (Applause)

Treasurer's Report

Now, Ladies and Gentlemen, the time has come for the Treasurer's Report. Mr. C. K. Morningstar of the London Street Railway Company, will give that report.

MR. MORNINGSTAR: Mr. President and members of the Canadian Transit Association. This is your Treasurer's Report for the twelve months ending December, 1948, also a report by your Treasurer, Mr. Leonard Tait who is unable to be with us today and I respectfully submit it on his behalf.

First, there is the report for the year. We received total fees of \$6,990.000; interest on bonds held in the Treasury, \$617.50; interest on Savings Account, \$17.20; sale of proceedings and forms, \$232.39; total receipts for 1948, \$7,857.09; the cash balance on hand January 1, 1948, \$917.93, making a total of \$8,775.02. Under disbursements, total expenditures as approved \$8,033.12; balance carried forward to 1949, \$741.90, making a total of \$8,775.02.

FINANCIAL STATEMENT

January 1st - May 31st, 1949

Revenues and Receipts

Total Membership Fees	\$13,825.00
Total Interest on Bonds and Savings Account	281.80
Sale of Examination Forms and Booklets	63.60
	<hr/>
	\$14,170.40

Add

Balance in Bank January 1st, 1949\$741.90	741.90
	<hr/>
Total Receipts and Balances	<u>\$14,912.30</u>

Disbursements

Total Disbursements January 1st - May 31st	<u>\$ 4,728.66</u>
Total Balance on Hand	<u><u>\$10,183.64</u></u>

In addition we have on hand in the Treasury, \$17,000.00 in Dominion of Canada Bonds.

Treasurer's Report

BONDS HELD BY CANADIAN TRANSIT ASSOCIATION

\$	500.00	B01129	3%	June - Dec. June 1st,	1955	Principal Registered
	500.00	B02271	3%	June - Dec. June 1st,	1955	Principal Registered
	1,000.00	E30246	3%	June - Dec. June 1st,	1955	Principal Registered
	1,000.00	M25676	3%	May - Nov. Nov. 1st,	1956	Fully Registered
	1,000.00	M25677	3%	May - Nov. Nov. 1st,	1956	Fully Registered
	1,000.00	M6104	4½%	May - Nov. Nov. 1st,	1959	Fully Registered
	1,000.00	M6105	4½%	May - Nov. Nov. 1st,	1959	Fully Registered
	5,000.00	Y16341	4½%	May - Nov. Nov. 1st,	1959	Fully Registered
	1,000.00	E135608	3%	Feb. - Aug. Feb. 1st,	1962	Bearer Bonds
	1,000.00	E135609	3½%	Feb. - Aug. Feb. 1st,	1962	Bearer Bonds
	1,000.00	E135610	3%	Feb. - Aug. Feb. 1st,	1962	Bearer Bonds
	1,000.00	M95819	3%	Mar.-Sept. 1st, 1966	1966	Fully Registered
	1,000.00	M95820	3%	Mar.-Sept. 1st, 1966	1966	Fully Registered
	500.00	B3768	3¼%	June-Dec. June 1st,	1968	Principal Registered
	500.00	B3769	3¼%	June-Dec. June 1st,	1968	Principal Registered

\$17,000.00 Total Yearly Income \$617.50

This is signed by your Treasurer and is respectfully submitted by him, Mr. Leonard Tait.

I have pleasure, Mr. President, in moving the adoption of this report.

MEMBER: I second the motion.

PRESIDENT: All in favour of that Report signify in the usual manner.

—CARRIED.

Thank you Mr. Morningstar.

Secretary's Report

MR. NEILD: I have pleasure in submitting the report of the Secretary, for the Association year ending May 31st, 1949.

You have already heard the names of the Companies which have been elected to this Association during the past year. I will not repeat the names but I can assure you all elections have been ratified by the General Meeting.

The following companies have resigned from membership during the past year:

Levis Transport Company
Nelson Electric Street Railway Company
Newfoundland Light and Power Company.

The present membership is as follows:

Active Member Companies	35
Associate Member Companies	66
Associates	5

COMMITTEE WORK: Reports have been received from the various committees and are submitted to you in printed form and no doubt you will find them interesting.

During the past year the following questionnaires have been sent out:

- No. 1. Regarding Bus Steering Mechanism.
- No. 2. Maintenance Personnel Survey.
- No. 3. Details regarding Street Cars.
- No. 4. Details regarding Trolley Coaches.
- No. 5. Details regarding Diesel Buses.
- No. 6. Details regarding Gas Buses.
- No. 7. Details regarding Auxiliary Mobile Equipment.
- No. 8. Use of Undercoating on Buses.
- No. 9. Bus Maintenance Experience.
- No. 10. Alternator Operation.
- No. 11. Metallizing.
- No. 12. Snow Removal.
- No. 13. Use of new wide base rim 8.25 x 20 tires.

Secretary's Report

These questionnaires have been sent out at the request of a committee or a company member who was having to solve a problem. For this reason, I would ask that all future questionnaires be given prompt attention.

During the past year, joint Committee Meetings were held in Calgary, Hamilton and Montreal with an average attendance of fifty.

FARE STRUCTURE CHART: The fare structure chart has been revised every six months with interim notices of changes being sent out when received.

I would appeal to all Active Members to keep the Secretary's office informed of all fare structure changes, giving full details of such changes and also the date when the changed fares become effective. This information is of great interest to all Member Companies.

MANUAL OF UNION AGREEMENTS: The Manual of Union Agreements has been kept up to date by the necessary revisions and in this respect I would also urge the necessity of informing the Secretary's office of all changes made in agreements as quickly as possible.

The work of the Secretary's office has grown greatly and it's usefulness more widely extended as evidenced by the fact that some 30,000 mimeographed sheets have been sent out during the past year.

I wish to express my appreciation for the complete co-operation I have received from the Associate Member Companies' representatives in making the Annual Meeting a success and I am sure you will want to show your approval by attending the receptions kindly tendered to the Members and Guests.

I have some other notices which I will read later on. I will move the adoption of the Secretary's Report.

MEMBER: I will second that motion.

PRESIDENT: All in favour?

—CARRIED.

Thank you Mr. Neild.

Warren R. Pollard

Now gentlemen, it is a great pleasure for me to introduce to you a man now who really needs no introduction. However, there may be somebody in the audience who has not met him. He has very kindly come here from Richmond, Virginia, during this cold spell of ours, which I understand led him to bring a heavier suit—he now regrets it—he is none other than the President of the American Transit Association, Mr. Warren R. Pollard;

Mr. Pollard

(Applause)

MR. POLLARD: Mr. President, Members of the Canadian Transit Association, Distinguished Guests, Ladies and Gentlemen: There is a great similarity between the problems in the States and the problems in the Canadian Transit Association and you will perhaps notice a lot of similarity in what I have to say and what your President has just said. You cannot discuss the problems of the transit industry without running right slap into the problem of labour. To solve that is one of our greatest problems. Your President has indicated one method, I will perhaps suggest a little different approach to the same subject and maybe add a little emphasis to what he has already told you.

In a speech before the 1948 American Transit Association Convention at Atlantic City, Alfred J. Lundberg, a former President of the Association and a distinguished leader of our industry, posed this question: he said, what is the chief problem of an industry that had eighteen billion cash customers in 1947, had an investment of over four billion dollars and took in one billion four hundred thousand dollars a year by performing a service so essential that without it large cities of the present pattern could not exist? The answer, obviously, is the lack of earnings or profits.

By earnings, I mean what is left after all the bills have been paid including depreciation and taxes. It is what you have left to expand the company, to distribute to the stockholders and to lay aside for a rainy day. I think you will agree with me that it is fantastic to think that with all of those cash customers and all of that revenue that the transit industry is fighting hard to maintain even a hand-to-mouth existence.

In an address before your Association two years ago, Mr. Guy Hecker discussed the trends of revenues and costs and pointed out that the ratio between operating expense and

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operating revenue had risen from 72% in 1943 to 81% in 1946 and further, that the upward trend of the operating ratio was continuing month by month. He warned that this continuing rise of operating ratio was a danger signal that could not be ignored and that the transit industry must find some means of arresting or reversing the trend if we were to remain healthy.

Unfortunately, it has not been possible to reverse that trend or even arrest it due to the fact that traffic has continued to decline while at the same time operating costs have continued their upward spiral. In 1946 the operating ratio rose to 89%. In 1948 rose still higher to 90%. Now it should be remembered that these figures represent operating ratios for the industry as a whole and the situation is far more serious for some individual companies than represented by the average figures of the entire industry.

Today, therefore, the transit industry in the United States is facing a serious financial problem. The decline in riding, which began during the latter part of 1946, has continued steadily at an accelerated rate. The all-time peak of riding in the transit industry in the United States was attained in 1946. In 1947 riding declined approximately 5%, while the 1948 figures are approximately 8% under those of 1947. Traffic for the first quarter of 1949 showed a decrease from 1948 of more than 10%.

Transit companies in attempting to overcome the adverse effect of declining traffic and rising labour, materials and supplies have raised fares from one to five times, until to-day fares are at the highest level in the history of the industry. These fare increases have not solved the problem as may be seen by the continued rise in operating ratios. Expenses have continued to rise faster than fares and the higher fares have greatly reduced the volume of riding, particularly the short haul riding. There is considerable evidence to-day in the States of growing resistance on the part of the public and the regulatory authorities to further fare increases and we must not overlook the fact ourselves that our business thrives best on a high volume of transit. Each time we increase fares to meet increased wages, labour comes back at the next contract negotiation and says, in effect, you have just received an increase in fares, now we feel that we are entitled to an increase in wages, nonchalantly ignoring the fact that the fare increase just granted was to compensate for the previous

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increase in wages. Reviewing the last three years for a moment, I wonder if we have bucked the tide of rising labour costs, in which we found ourselves engulfed, as vigorously as we might have.

The Transit Industry in the United States, therefore, finds itself today face to face with the financial difficulties which the trends noted two years ago by Mr. Hecker, plainly forecast. In fact, reports to the American Transit Association, covering the results of operation for the year 1948, show a number of companies taking in less revenue than the total cost of operation. In other words, some Companies failed in 1948 to earn operating expenses and depreciation. To say it bluntly and in good old American slang, the Transit Industry finds itself behind the eight ball.

Now let us face this problem forthrightly and ask ourselves the question—Can we as transit executives and owners alone solve the problem created by increasing costs and decreasing traffic. In my opinion, we need the co-operation of others outside of our industry if we are to find a lasting solution.

Dr. Douglas S. Freeman, Editor of the Richmond News Leader and a Pulitzer Prize Winner, commented editorially that there is an inescapable partnership between the Virginia Transit Company, the Richmond City officials and the riding public. He went on to say that the people of Richmond must be willing to pay a transit fare that would produce enough income to meet the Company's operating expense and in addition provide some return to the owners. He pointed out that the Company must provide the public with modern and convenient service operated in an efficient manner. These words sounded sweet to us as we could not have stated our position better had we written that ourselves. Unfortunately, though, the words of an editorial writer do not solve our problem. But in those words, he did bring out an inescapable partnership which I would like to discuss in more detail.

On the Company's part, we must recognize that there are limits to which we can go in raising fares. We must face the fact that we can price ourselves out of the market by reaching the point where the law of diminishing returns begins to take effect. Likewise, there is a limit in how far we can go in reducing the services to offset increasing costs and still attract the riding public. Therefore, it would seem that most of us have reached the limit of our ability to increase

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wages further if we are to remain solvent. One of the members of this partnership, the municipality, through a sympathetic understanding of our problem can do much to relieve our difficulties. Many of our companies in the States are carrying too heavy a burden in local taxes. In addition to the usual Federal, State and local Ad Valorem Taxes, the most burdensome tax of all is the Gross Receipts Tax that is levied by many of our cities. This tax is imposed on Gross Receipts regardless of whether the company has enough revenue to meet operating expenses or not. To illustrate my point, in Norfolk, Virginia last year, we paid a Gross Receipts Tax to the city of over \$163,000.00 in spite of the fact that there was an operating loss of \$85,000.00 for the year. Here is a perfect example of the Gross Receipts Tax making the difference between operating in the black and operating in the red. I strongly advocate that a forward view of local tax burdens of the Transit Industry be made by municipal authorities. Besides considering some relief in Gross Receipts Tax burdens, we must look to municipal government or to the regulatory agencies to act promptly on our request for fare adjustments. Long, drawn-out fare hearings impose upon the Companies the penalties of operating at a loss while waiting action on a fare petition. These regulatory bodies, whether they be public Senators' Commissions or City Councils can help in another manner by acting promptly on route changes, where it can be demonstrated that these changes are made in the best interest of economy and public service. Then, too, there is a need for these regulatory agencies to be reasonable in determining paving obligations, particularly during a modernization programme when we are spending large sums of money for new equipment. The other member of our three-way partnership, the public, looks to the Company to furnish efficient and modern service in return for the fare fees. Fundamentally, I believe the public is really open-minded concerning our problems. The man on the street, or the woman in the home would readily understand that we cannot stay in business without making a profit if we intelligently tell them our story.

The American Transit Association has just announced that September 12th, 1949, has been selected as Transit Progress Day. This is a day set aside in which to tell our story of progress of our job and of our worth to the community and believe me, we are not getting in the blows too quickly.

There is a motion picture being shown throughout the

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United States by the Treasury Department in the promotion of the sale of Savings Bonds that depicts the various industries of our nation and how they contribute to the national welfare. Yes, most of the industries are given a boost, but the one big industry, the Transit Industry, the very industry that provides the transportation for these millions of workers is not even mentioned in the script, much less described, as are steel, mining, agricultural, manufacturing and other forms of transportation. Yes, it certainly is time that we set aside a day to tell our story.

Further along this line, the United States Chamber of Commerce is helping to acquaint the people of our country with the financial problems of transit by publishing an illustrated booklet entitled "Businessmen and Public Transit". I recommend it to you. It is very worthwhile. Widespread distribution of this booklet should be made by all Transit Companies to the business people in their community.

Now, we have reviewed the contributions of the three members in the partnership that was cited by our editorial writer. Let us add a fourth member and believe you me, a most important member. That partner is Labour.

Gentlemen, in the United States the honeymoon is over. It's time we got down to cases. Our efforts to meet the demands of labour, our efforts to keep the wages in line with the cost of living, have been in most instances, the underlying factor in our request for higher fares. We have pushed these fares to heights that were unbelievable fifteen years ago and let me add here that we are now paying wages that were unbelievable fifteen years ago. But we are at the end of our rope, to put it simply. Labour must take a realistic view of the declining trend in the cost of living. Labour must take a realistic view of our economical position. Today, 55c out of every dollar taken in by the average transit company goes for wages. Expressed in another way, on our properties in Virginia, 69% of our operating expense is wages. Labour must take a realistic view of the fact that we are bordering on the point where we might price ourselves into oblivion. Labour must, in short, roll up its sleeves and buckle down to the same work that is expected of the public, the stockholders and the regulatory bodies. Labour must not do these things for the sake of industry alone, but also for the sake of its own job protection and security. We all remember the nursery rhyme about Old Mother Hubbard and her bare cupboard. Well, our cupboard is bare too. There is just

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nothing left to dish out. Now gentlemen, in closing, I have tried to relate to you the major problem of transit in the United States as I see it and point to a way of solving this problem. Some of you may have been saying as I spoke, that's my problem too. There is no panacea for our difficulties, nor can I offer any one solution for all. We must approach each situation in the light of local conditions which surround it, but in reaching the solution there must exist a clear understanding of the underlying causes of our problem, and there must be a spirit of mutual trust and co-operation among the representatives of the municipalities, the public, labour and management, for in the words of Benjamin Franklin, "United we stand, divided we fall." Thank you.

(Applause)

PRESIDENT: Thank you very much, Mr. Pollard. I am sure that your remarks will be very beneficial to every Member Company.

Ladies and Gentlemen, we now come to another address which is listed on our programme for this morning. The title is "The Effect of Transportation on Real Property" and the address will be given by Mr. Murray Bosley, Bachelor of Commerce, of the W. H. Bosley Company of Toronto, which I understand is one of the leading Real Estate Companies in Canada.

Mr. Bosley.

(Applause)

MR. BOSLEY: Mr. Chairman, Members of the Canadian Transit Association, Distinguished Guests, Ladies and Gentlemen. I should like to thank you, Sir, for your kind remarks and to say how honoured I am to be asked to address you today. Your officials in charge of these meetings are a very forward looking group and it was necessary to select a title for this paper a long time ago, before much thought could be given to its conception. Since choosing the title that appears on the programme, I have given the general subject of transit a great deal of consideration and to enter into the subject as it appears on the programme, would be to launch into a very academic discussion, so I have discarded it in favour of giving to you today what I think is a more fundamental thought and one of major significance for us all. I have called these remarks: "A Realtor Looks at the Transit Problem."

Now the Realtor's approach to any problem affecting cities in general and Real Estate in particular is, I suppose,

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about the same as the approach of any other citizen, at least in one important aspect, it's a selfish one, or so it seems. His livelihood is inexorably bound up in the fortunes and values of the land, but land is the entire foundation of our way of life and upon its wise utilization and widely allocated ownership depends the growth of free institutions and of our civilization.

Ours is a proud calling. We, none of us, can afford to be apathetic or complacent about great fundamental changes that have taken place and continue to take place in the use of land in our cities, nor can we wink the eye at the effects these changing uses are having upon the land values in the central business districts of our metropolitan centres. The tax structure of the modern North American city is based directly upon the value of the land. The price we pay for the fundamental daily requirements in our 20th Century way of life, depends in very direct measure upon the relative values of the several varieties of land use found within our cities.

No community lacking a proper balance of these land uses can provide for any extended period, the fundamentals of education, police protection, fire protection, sewerage, traffic arteries and so on at an economically feasible cost from the house owners point-of-view.

Or to put it another way—only by reason of high land values in the business districts of our cities can our municipal authorities supply our communal needs at a more or less reasonable cost. For example; in this city of Toronto our predominantly commercial or business wards are Wards 3 and 4. In these Wards lived, or lived in the last year for which figures are available, about 18% of our population. The assessed value of the property in those Wards represented about 39% of the total assessed value in the city, or a little more than double what might have been expected on a per capita basis. As some of you may have already heard, Toronto is this year, in the throes of a complete re-assessment of its real estate for tax purposes and it has been said that it is the avowed purpose of our authorities to further emphasize and exaggerate this process of asking industry and commerce to alleviate the cost of home ownership. Let no one then be so blind or unthinking as to pay no heed to this question of the changing use of our land. Let no one cry out against the ever-increasing burden of the tax on his home without taking whatever great or small action he is capable

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of to see that the values of those economically productive sections of our cities are ever maintained or increased.

What, you are saying, has all this to do with the transit problem. Just this. Transit systems are one of the most important props to the high values of land in all downtown districts. And for this reason. People make value. The more people who congregate daily to work, to play, to eat, to shop, at any given location, the more valuable that location becomes when related to others. When our large retail organizations, and I am thinking now in terms of chain stores of any kind, are considering the opening of an outlet at any given location, one of the first things that they want to know is the pedestrian traffic count, and note—they are interested in pedestrian traffic count, not vehicle traffic count. They also want to know in some cases the detail of that count, hour by hour throughout the day, and in many cases they want to know how many of those people were women and so on and on.

It is clear then, that where the greatest number of people can be found for the longest period of the working day, in any particular city, there will be found the highest land value in that city. We all know that and have always known it, but a great many of us have never given any great consideration to the factors which support these high values and make them possible.

Perhaps the greatest contributing factor to high values is accessibility. Without exception, the genesis of every village or town or city that exists was the accessibility of the site of that village or town or city. It was probably at the junction of two trade routes, or the natural jumping off point for travel by water, if travel by that means was necessary. And as the villages grew into towns, the towns into cities and the cities into the great metropolitan areas that we know today, the lay-out of the streets or the arteries into which the movement of people was channelled, inevitably made certain locations more easily reached by a greater number of people than others. Those locations achieved the highest economic value in the area.

In the early history of these towns, those high value sites were accessible by foot, but as the towns grew, other methods of travel became necessary and sooner or later we saw the advent of a public transit system.

So long as a horse and carriage, or a horseless carriage was a luxury to be afforded by a relatively small proportion

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of the population, the use of our streets by public transit systems to transport people to the market places of the town was not challenged by any other method of transportation.

About the end of World War I, however, the dream of a mechanically-minded Michigan carriage-maker began to materialize and no longer is an automobile considered a luxury. Indeed, in our daily work, we meet many people who would not think of owning a home, surely not a luxury, but who would mortgage their souls to own a car.

This tremendous increase in the number of automobiles in use upon this continent has created tremendous happiness for our people. It has created tremendous tragedy for our people. It has created tremendous headaches for our retailers and our traffic engineers and for a great number of you, who are responsible for the operation of many transit systems across the land. These headaches can all be lumped together under the simple heading "the Parking Problem", or to use the language of the technicians, the provision of terminal facilities. The solution of this problem, whether we realize it or not, is one of the most urgent projects presently facing every city of any size upon the North American continent.

The American Society of Civil Engineers sums it up by describing the ever-increasing nation-wide traffic jam as a malady, menacing the cause of American cities, threatening the whole urban organism and causing an economic loss of two billion dollars a year. This staggering problem is so great and so complex that it can only be discussed in a perfunctory way here by me. It is my purpose, however, to emphasize with all the force that I can command, the importance of its solution and to examine for a few moments some of the solutions suggested. One of the most often heard solutions by people who drive automobiles is that the removal of streetcars from our main thoroughfares would, as they say, speed up traffic. This to me is one of the greatest fallacies in the whole discussion. It is based on the false premise that it is the function of our streets to permit the movement of vehicles. This is nothing more or less than confusing the means with the end. What our streets are really designed to do is move people or goods and not vehicles.

No doubt many of you have seen studies that have been made in this connection, but at the risk of boring you for the benefit of those who have not, I should like to quote some startling statistics.

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A large number of engineering surveys made by disinterested traffic experts in city after city, reveal with remarkable consistency that the average passenger load per private automobile is 1.75 passengers. On a sixty foot street, with no parking allowed, and on main traffic arteries, surely no parking should be allowed in congested areas,—2,115 automobiles can be handled per hour, or at the average passenger loading, 3,700 people. On the same street, if automobiles and street cars are to use it jointly, 1,215 automobiles and 115 street cars is the maximum capacity. These vehicles can handle 11,130 people, all seated, or 15,630 seated and standing, that is assuming a standing load of 50% which I am told is normal. This sixty foot street then, used jointly by automobiles and streetcars provides an artery for the movement of more than four times as many people as does the same street when used exclusively by private automobiles.

This means that if the streetcars are removed and the street used exclusively by automobiles, we shall require more than three new streets of the same width to have the same traffic capacity that we had before making the change, assuming that by traffic we mean, as we should mean, people and not vehicles—for remember, it's the people who make the down-town values and not the vehicles.

Another of the frequently discussed palliatives are so-called off-street parking stations. This at first sight seems a common sense approach to the problem. The scheme becomes highly contentious, however, when the economic cost of providing them is faced. We all of us know of parking lots in our mid-town sections but surely we don't think that the few cents a day that we pay to occupy our 200 odd square feet of space is the true economic rent of that space.

Economically, those parking lots are operated at a loss. For some strange reason, however, the driver of an automobile accepts that service at less than cost as his right. It is my belief that if we motorists were made to pay the true economic cost of our luxury travel—and automobile travel to down town sections is luxury travel—the major portion of our parking problem would be solved. Part of the cost of travel is the cost of maintaining terminal facilities and if the King's Highway were not given free to automobile users for this purpose, the cost of parking one's auto in off-street stations would more closely approach a true economic cost and I submit that our roadways were constructed to assist travel of people and not to impede it.

Murray Bosley

There comes a time in the history of high value locations when it is economic suicide to permit parking on roadways in highly congested and commercialized areas. It is at this point that this aspect of the subject becomes contentious and fraught with alarming contingencies for the local council members.

The local tradesmen cry out when automobiles are prohibited from parking in front of their establishments. To a layman, this fear on the part of the merchant is ill-founded and don't forget the prosperity of that merchant is of vital importance to us, the citizens at large. If each merchant had to depend for his custom upon the number of people who could park their cars within one thousand feet of his shop, and surveys have shown that a motorist won't walk more than that after parking his car, if each merchant had to depend for his custom on those people, then that merchant would not do enough business to support the value of the land upon which he operates.

Further, a survey conducted by the American National Retail Drygoods Association disclosed that in Philadelphia, 8% of the shoppers in the city's central stores arrived by private automobile, 88% arrived by public transit and the balance walked.

One of the most important retail locations on this continent, and one of the most valuable, is at the corner of 5th Avenue and 42nd Street in New York City. The number of automobiles more than doubled in New York City between the years 1925 and 1939. More private cars used that intersection in 1925 than use it now. The movement of people and goods at that corner is greater today than ever before, surely an indication that the down town merchant requires people or customers and not cars to prosper.

I venture the opinion that if parking were treated in its true economic light and if its true cost were included in the cost of luxury travel, which is what automobile travel to a down town area really is, 95% of our parking demand would disappear. This would result in the faster, more convenient and more efficient handling of people by the transit companies and the restoration of our streets to their proper function, the movement of people and goods. It would improve the accessibility of the down town high value locations, in brief, it would increase their values.

Murray Bosley

This prohibition of street parking with its consequent rise in the cost of using off-street parking facilities always brings forth the cry for somebody to do something, and that somebody, of course, is always the local Government.

We, the taxpayers, however, may very well ask why we should be asked to foot part of the bill for allowing 8%—in Philadelphia it was 8%, I am sure it's a silhouette percentage in other cities—why we should be asked to foot part of the bill for allowing 8% of the population to ride to the centre of the city in the luxury of a private automobile. One of the premises of democracy we hear from time to time is the greatest good for the greatest number and on this premise, there seems to be a very good argument for the local Government to assist in the improvement of local transit systems.

We, in Toronto, feel that we already have a first class transit system operated with the utmost efficiency and at a cost to the user lower than any other comparable city on this continent. In the final analysis, there is not sufficient land in the central districts of our great metropolitan areas of such low economic value that it is fit for nothing but automobile storage. It seems clear, therefore, that if we are to maintain the values of our down town sections, we must seek the best means of getting ever increasing numbers of people to them. Valuable centres can only exist through the mass assembly of people and such mass assembly cannot be continuously repeated by individually operated cars.

The less efficient mode of transport must be discouraged and the more efficient must be encouraged. In a word, we must all encourage the use of public transit. Every driver who can be encouraged to leave his car at home is helping to stabilize and increase central values and is improving the economic health of his community.

I propose for a few moments to indicate some of the ways in which increased use of the transit services might be achieved. The element of our population most immediately concerned with this problem, though by no means to the exclusion of the rest of us, is, of course, the down town businessmen and merchants and they could do a number of things which, if pursued faithfully and continuously, could have a marked influence in favour of public transit use.

The most spectacular single step that could be taken and one that has already been tried, tested and proven successful,

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is the staggering of business hours. War time experience proved beyond all question that such a scheme is practical and feasible in time of war. Why it should not be equally successful in more normal times is difficult to see. If competitors in retail lines were fearful perhaps, possibly our down town shops could agree to close in trade groups such as all the shoe shops at one hour, all the dress shops and so on. It is granted that cohesion or agreement among competitors is not easy, but surely if the threat to down town location values can be made clear, sufficient incentive towards such co-operation will have been provided.

From time to time we see in the retail advertisements of our daily newspaper the advertisement of some alert merchant who points out how accessible is his shop to the streetcar stop. A good deal more of this could be done. Indeed, if it were part of the campaign of all down town merchants, it is almost certain that real benefit would result. Convenience and accessibility are the two points that need to be stressed and restressed in all such advertising. There should be very real and close liaison between the down town businessmen and the transit officials. The businessmen should be constantly on the alert for ideas that will improve the transit service. Two minds are always better than one and there is no doubt that the several thousand or hundred alert minds of successful businessmen should be of inestimable assistance to the transit companies. Businessmen should be constantly initiating new transit ideas, just as they are constantly initiating new merchandise, manufacturing and business ideas. The transit officials, for their part, should make it as easy as possible for all ideas to be submitted and should see to it that all these ideas are given careful and sympathetic study.

The businessmen should urge and support increased fares if they are convinced that that will mean faster, safer and more adequate service for they must never forget that as cities grow, distances become greater and certainly in recent years operation costs have gone up. These two factors alone would normally make increased fares a reasonable expectancy. In Toronto, this unpleasant result has not yet come upon us.

Transit companies themselves can, and are, doing a great many things to make mass transportation more attractive. In recent years we have seen astonishing advances in the development of improved rolling stock. New, quiet, comfortable air-conditioned streetcars, electric buses and luxurious coaches

Murray Bosley

are now familiar to us all. The establishment of alternate or limited stops make for speedier service and had some success during the war. Express coach services are a great success in Toronto and are undoubtedly responsible for hundreds of automobiles staying out of the down town area every working day of the year. I don't presume to tell you experts the things you should, or could do, but I do emphasize the importance of being constantly in search of ideas to improve the service.

The cities, too, have a definite and very important part to play in this crusade. Proper traffic laws, with an eye to assisting the transit operation ought to be enacted and rigidly enforced. Traffic lights should be installed on the advice of and after fair study by the City Traffic Engineer and not for some more ulterior reason, as I am told has happened in some municipalities.

In the larger metropolitan areas, it has been proven that in order to get the ever-increasing masses of people to the high value locations, private rights-of-way are of great value and in some cases, essential. I think there is force in the argument that such metropolitan authorities should contribute to the cost of such schemes. Only by doing so are the all-important values I have so often referred to maintained.

I have no doubt, countless other suggestions could be put forward here today that would merit very real consideration in the struggle to make mass transportation more attractive. I would not attempt to exhaust the possibilities but great emphasis must be placed on the importance of getting an ever increasing percentage of our people using transit service to reach down town destinations and so, to briefly summarize, let us remember always that we, all of us, have a very direct—even though it may not always be apparent to us—have a very direct interest and a very vital concern in seeing that the high land values in the centres of our cities are maintained and enhanced. We all of us know that those high value locations are in almost direct ratio to their accessibility or to the number of people who can congregate at those locations every working day in the year. We also know that the greatest single impediment to the mass assembly of those people is the very alarming shrinkage in the carrying capacity of our streets brought about not only by the economically wasteful use of luxury transport methods, but by the necessity of providing terminal facilities for the vehicles concerned.

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High value land cannot, in all conscience, be used for such a purpose. The problem that I have propounded here today then is one of restoring to our streets their maximum usefulness and I have suggested that in my opinion the greatest single factor that will assist in that is the ever-increasing use of public transit.

In order to bring about this increased use, there are, broadly speaking, three spheres of influence and each of them should, I think, be exploited to the full. These orbits are classified by me as the down town businessmen who should and must take a greater and greater interest in seeing that public transit is improved and in encouraging greater and greater use of it. Secondly, the municipal authorities should lend all assistance in whatever field possible to see that more and more people are transported quickly, safely and conveniently to the central areas of the city. Finally, the transit companies themselves should constantly strive to improve their service, and above all, they should devote more and more attention to telling their story and to emphasizing the economic importance of their function.

I know that some of you may be thinking that the loss of value in the down town areas that is threatened, may be more than offset by increased values in the outlying areas. Almost, without exception, those new high value areas are outside the limits of incorporated cities and in most cases do not support those cities through the medium of taxes. You can no doubt visualize the situation that will face our children if we make no attempt to reverse this trend. A great ring of prosperous suburbs surrounding a decadent core, known with damaging denunciation as the city. In our young country that has so recently tried its industrial arm and has been so astonished by its power, we must surely look forward to a greater and greater urbanization. Indeed, history shows that as countries move imperceptibly from an economy of agriculture to an economy of industry, the population tends to concentrate in the great metropolitan centres. The staggering advances in mechanized farming that have already taken place in this century only serve to emphasize and accelerate that trend. Even without the impetus of the recent war this trend was apparent in Canada. The census of 1911 showed 45% of our people living in urban areas. In 1941, nearly 55% did so. No doubt the census of 1951 will show an even more startling proportion. The cities are becoming

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ever more important in the national economy. It is increasingly true to say the economic health of the cities is the economic health of the nation. Let us not lack the vision to protect and to promote that health. Remember, where there is no vision, the people perish. (Applause)

PRESIDENT: Thank you very much Mr. Bosley. I am sure that we all appreciate the efforts that you have put in the preparation of your remarks.

Now, we won't keep you very much longer but there is a motion for the handling of the Association's funds which has to be passed at this meeting and I think Mr. Munro has that motion.

MR. MUNRO: I would like to move that the President or the Vice President and the Treasurer be authorized to issue cheques in payment of all current expenditures, and that no expenditure of an extraordinary nature be made without the approval of the Executive Committee.

PRESIDENT: Is there a seconder for that motion?

MR. SCHURMAN: I second that motion.

PRESIDENT: All in favour, Ladies and Gentlemen?

—CARRIED.

PRESIDENT: There is one other motion for the appointment of a Nominating Committee—who has that motion?

MR. STEWART: Mr. Chairman, I would move that Past-Presidents who are present at this meeting compose the Nominating Committee and the Senior Past-President in attendance be the Convener; that they be requested to nominate the officers of the Association for the coming year and present their report to the General Business Session on Wednesday next.

PRESIDENT: Thank you, Mr. Stewart. Who will second that motion?

MEMBER: I will second the motion.

PRESIDENT: All in favour, Ladies and Gentlemen?

—CARRIED.

PRESIDENT: Here is a brief announcement before you retire from the meeting. At 2:30 this afternoon in the Concert Hall the Operating Committee and the Public Relations

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Committee are presenting a dramatization which should be seen by all those interested in Operating, Personnel, Public Relations and related subjects. Weeks of work have gone into the preparation of this dramatization which poses the question—Is this the way to do it?

Following the presentation, the question will be decided by discussion. If you go home and haven't seen this feature, you will be sorry.

A further announcement. This afternoon, there will be a ladies' trip to James Gardens with Tea at the Old Mill. Coaches will leave from the main entrance of the Royal York Hotel at 2:00 P.M., returning to the Hotel about 5:00 P.M. It is suggested that the ladies meet in Parlour "B" on the Convention Floor about 1:45 P.M.

There will be a two-hour sail on the S.S. Dalhousie City as guests of the Niagara, St. Catharines and Toronto Railway this evening. All members, guests and their wives are invited to attend. Coaches will leave the main entrance of the Royal York Hotel between 8:30 and 8:45 P.M. Coaches will also meet the boat on arrival at the dock.

The Engineering Committee will hold a meeting in Hall "A" Tuesday at 2:30 P.M. This is an interesting and instructive meeting of which more details will be given you to-morrow.

Now there is a room supplied by our Associate Members, I understand they have called it Bill's Billet and you are all invited to go there immediately.

MR. FAIRTY: Mr. President, we have asked a gentleman to come here today to address us who is not a Transit man. Apparently he has gone to a great deal of trouble to present a very excellent paper. I should like, on our behalf, to move a hearty vote of thanks to Mr. Bosley. (Applause)

MR. PRESIDENT: Thank you very much, Mr. Fairty. I am sure everyone here agrees that that is the proper thing to do.

Now is there any further business, Mr. Secretary?

SECRETARY: No, Sir.

PRESIDENT: Gentlemen, a motion to adjourn is in order. (Unanimous). The meeting is adjourned.

Joint Meeting of Committees

JOINT MEETING OF THE OPERATING COMMITTEE
AND THE PUBLIC RELATIONS COMMITTEE

of the
CANADIAN TRANSIT ASSOCIATION

Held in the Concert Hall, Royal York Hotel, Toronto
Monday, June 13, 1949, 2:30 p.m.

JOINT CHAIRMEN: J. A. Norry
R. W. Queen-Hughes

MR. J. A. NORRY: The meeting will now come to order. In past years a great deal of the credit for work done in Committees has been given to the Engineering and Operating groups, but in the last few years more emphasis has been placed on other Committees. One of these Committees is your Committee on Public Relations. This Committee, under the Chairmanship of Mr. Queen-Hughes of the Winnipeg Electric Railway has, in the past year, been very active and helpful to the Association as a whole and to your Operating Committee in particular. They have prepared the program for this afternoon's session, which I know you will all find helpful. I am now going to turn the meeting over to Mr. Queen-Hughes, the Chairman of the Public Relations Committee, who will preside for the rest of this afternoon's session.

(Mr. Queen-Hughes then took the Chair.)

CHAIRMAN: Thank you Mr. Norry. First of all, gentlemen, I would like to say that this program this afternoon is in the nature of an experiment. We hope that you can gain something from it, and I would like to thank Mr. Norry very sincerely on behalf of the Public Relations Committee for his co-operation in letting us take one of his sessions. I would also like to thank the other members of my Committee who so kindly provided so much material for this broadcast, and Mr. C. H. Clancy and his fellow-workers of the T.T.C., who have laboured night and day over the last three or four days to make this show possible. All right, if you'll put the lights out, we'll start.

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Photographs taken in several Canadian cities were reproduced in colour on slides and were projected onto a large screen. The script of the dramatization follows:—

Narrator—Monty Hall.

Voices of Operators and Passengers—Miss Helen Brown,
R. W. Queen-Hughes, Robert Hainault, C. H. Clancy.

Scene 1: Crowd of people.

Narrator: People, yes just people, men, women, children, old and young, rich and poor, worried and happy, in good health and poor health . . . our customers . . . transit's business!—the most democratic industry in existence. The platform man is our contact with those people and through him they form their opinions of the local transit system. The management is judged not by its professions of faith, but on the basis of the behaviour of transit's front line representatives . . . the man on the street car, trolley bus or motor bus. Yes, people with all their prejudices and preoccupations.

Scene 2: Man at stop pole, reading paper.

Narrator: Right now the thoughts of that transit customer standing there are pressing for expression. Listen—

Scene 3: Man closes paper and looks down the street and says: Where the hell's that street car? I've been here for eight comic strips and two long editorials.

Scene 4: Supervisor in Radio Cruiser arrives, and says: Good morning, sir. I noticed you looking for a car. There was an accident up the line. A truck and a milk wagon.

Man: O.K. So there was an accident. Always there's an accident or something. But why don't you fellows do something?

Scene 5: Supervisor (switching on his radio) says: Hello, Cab Twenty-six. This is Seventeen at Vancouver Street. You told me you were turning a car at Calgary Street to fill the gap caused by that accident at Winnipeg Boulevard. It should be here by now, but it is not. (Supervisor listens and then continues) Oh, I see. Sure enough, here it comes around the bend. Thanks Harry, Goodbye.

Scene 6: Supervisor leans out of cruiser and addresses waiting passenger: "Here comes **your** car. Sorry you had to wait, sir."

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Man: Okay! I see you fellows really **do** something for the service. I used to think Inspectors were just like those old cigar store Indians—always on the job, but never **doing** anything. One thing I do marvel at: You seem always to demonstrate perfectly the adage about the soft answer turning away wrath. Long life to you, my friend.

Narrator: To think that I remember when Inspectors were not given any special coaching in the use of good public relations practices. Now every one of them is a branch office of the Public Relations Department.

Scene 7: Street car has arrived, doors have opened.

Operator: Thank you for moving down the car. Now we can pick up these people. Good morning, sir. Sorry we're a bit late and crowded this morning.

Passenger: Good morning. Yes, I heard about the spilt milk and I'm not crying any more.

Narrator: Squeezing into the crowded car, the passenger is puzzled at his own patience and good humour. His enquiring mind is asking questions.

Passenger (to himself): I should be sore about this, but I'm not. Why? Was it because the coffee was so good or Helen so sweet? Maybe, but those are daily normal conditions of mine, lucky guy. But coffee or no coffee, Helen or no Helen, I don't like being delayed and being pushed around. Yet, here I am. Taking it and looking as if I like it. I wonder could it be that Inspector and this Operator? That's it. If the Inspector had given me the brush-off, or if this Operator had barked 'Step lively, there', I would have wound up in a brawl with them and my whole day would have been ruined. It wouldn't be long before I started travelling downtown by some other means.

Narrator: Is there a transit manager or superintendent in the house who does not believe in the need for special coaching in public relations for his uniformed men? Has he not ridden on one of his cars and noticed the need for it?

Scene 8: Passenger tenders transfer.

Narrator: Here it is, the bane of all transit systems, the doubtful transfer.

Operator: Je regrette, Monsieur, mais votre correspondance ne peut pas etre acceptee.

Passenger: What's that?

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Operator: Sorry, sir, your transfer cannot be accepted on this car.

Passenger: Oh? How come? I just left the car behind and I was told that it would be good here.

Scene 9: Supervisor appears and says:

Excuse me, we had to re-route the car behind because of a parade. Please accept transfers from the car behind.

Scene 10: Operator holds transfer and looks at passenger.

Operator: So that was it. I presume you left the car behind and got here before the Supervisor. Sorry, I didn't know. Your transfer is O.K.

Narrator: That Supervisor was just on time to prevent an argument. True, it might have settled itself, but strong words might have been said. However, now, this passenger feels that he is getting personal attention.

Scene 11: Girl boarding car with parcels.

Narrator: Here she comes, the gal that provides the butter . . . or at least the margarine . . . for transit's bread. She's the "off-peak" rider . . . the shopper. To be in style she's just got to wear those impractical spike heel shoes, but she's trying to save a few cents by carrying home her own parcels. Isn't she lovely and, although she's just about to board a trolley bus, she hasn't given it a moment's thought. She can neither reach her handbag to get her fare, nor a stanchion to steady herself. But we've got to be specially nice to her . . . maybe we should give away large shopper's bags so she can carry her parcels in one hand . . . perhaps we can persuade her to have her bundles tied together before she leaves the store.

Girl Passenger: Now that was nice of you to stop right where I was standing; thanks.

Scene 12: Little girl at fare box.

Operator: Now Miss, did you know you're growing so fast you can't ride on children's tickets any more? You're over the mark on the post. Better tell your Dad to increase your allowance, because from now on you're practically grown up and that means full fare on the bus unless you use students' tickets. Will you remember that?

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Narrator: The public relations-minded operator knows how sensitive youngsters at the "uncertain age" can be. This youngster is going to be a friend of the transit company because she wasn't embarrassed.

Scene 13: Bus driver in bus, stands with hands up.

Driver: Please, ladies and gentlemen, there's still some room at the back and it gets there just as quickly as the front. Move along the bus, please, and then we'll have room for a few more who are in just as big a hurry as you.

Narrator: This is one of the hardest public relations problems to handle. The operator can only do his part. Do you, as a manager or superintendent, ever get out and ride your system at this time of the day? You should, and then you'll make certain that when these people are riding in off-peak hours you've got enough equipment out so they don't get the idea the system is always like this.

Scene 14: Passenger and Driver outside bus door.

Narrator: Then, there are the strangers in town.

Girl Passenger: Can you tell me the way to Shady Nook? This is my first visit to Victoria.

Driver: Yes, Madam. It's rather an out-of-the-way spot but you can be sure while you are in our city that buses or street cars will take you anywhere. Yes, here we are . . .

Narrator: And, of course, the Driver gives the lady from Toronto specific information. Exactly what car stop to wait at, the service she can expect, accurate information about destination signs, and the best way to return. And, he should be able to tell the stranger where to get a transit map. Another type of courtesy also pays.

Scene 15: Bus driver waves truck to cross.

Narrator: The fellow driving that truck is probably a transit customer. Public relations-minded operators are always courteous to other street users . . . makes a good impression on their own passengers too.

Scene 16: Drunk draped on post.

Drunk sings: Show me the way to go home!

Narrator: You run into them on every system . . . they can be a nuisance . . . but most of them remember how they were treated.

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Scene 17: Drunk in bus.

Narrator: Here he is on the car . . . the passengers don't seem to be very annoyed. But it will require tact and patience to get this fellow off the car at his right destination, without embarrassment, either to him (when he sobers up) or to his fellow passengers.

Scene 18: Woman searching in purse.

Flustered Lady: Heavens above, I haven't got a cent . . . feel like a fool.

Narrator: Yes, she's all hot and bothered and she's holding up the bus. A public relations-minded Operator will say . . .

Operator: Just take a seat Madam, maybe you'll find your money.

Scene 19: Passenger hands \$10 bill.

Narrator: Here's another money problem.

Operator: I'm sorry, I cannot accept your ten dollar bill.

Woman: And why not? Surely the Tramways has lots of change.

Operator: Well, you see, if I cash bills like this one too often. I would soon be without change to serve other passengers. That is why we are not expected to make change for bills bigger than two dollars.

Woman: What am I going to do?

Operator: Well, just step aside for a minute, I will look after the other passengers and change your bill this once. But please remember in future, and try to help us avoid delays.

Narrator: I know, I know, it is difficult to refuse a nice looking woman, and Operators sometimes may have to be a little more firm. But if they handle the situation right, the passenger will try to be more helpful if their help is requested, after receiving a reasonable explanation.

Scene 20: Passenger hands driver a handbag.

Narrator: Then there's the lost article problem.

Passenger: Driver, here's a handbag someone left behind.

Driver: Thanks for handing it in. Here's a check and I'll turn this in to our Lost Property Department.

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Narrator: Passengers like to feel that their 'good scout' deeds are appreciated, even if it means extra work for the driver. They also like to be assured that what they hand over is turned in.

Scene 21: Operator points to No Smoking sign.

Narrator: No matter how short the ride, there's always someone who wants to smoke.

Operator: Excuse me sir, smoking is not permitted in this bus. Plenty of smokers as well as non-smokers find it unpleasant . . . will you please observe the rule.

Scene 22: Blind man, white cane.

Narrator: And then there is the blind, distinguished by the white cane. Not only is it a kindly thing to assist them, but it is one of the most important aspects of public relations. If other passengers see the Operator assist the blind man, it makes a better impression than almost any other single act. Of course, the Operators on your property always remember this, don't they?

Narrator: People, yes just people; men, women, children! Old and young, rich and poor, worried and happy, in good health and poor health . . . our customers . . . transit's business; the most democratic industry in existence. Let's take time right now to discuss the scenes and incidents we have had presented to us and others that may come to our minds. Let's exchange ideas and experiences on the best methods to be employed by our uniformed personnel, to win friends and customers through their millions of contacts with our passengers, and other users of the streets.

CHAIRMAN: Well, there you are Gentlemen it's all yours. Go to it and tear it to pieces. Mr. Weir, Mr. Norry tells me that you have a question. Would you start the discussion?

MR. WEIR: Mr. Chairman, I was interested in what special training your Inspectors and Supervisors receive in public relations practices and the policies. Who gives it to them, the Public Relations man?

CHAIRMAN: Is there somebody from the Toronto Transportation Commission who would like to answer that question? Maybe somebody from Vancouver has the answer to that one. What about Winnipeg? Mr. Dahl, I see you sitting over there, how about it?

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MR. DAHL: In Winnipeg our Supervisors get a lot of this information, but I think they get it through the Superintendent of Transportation mostly, as far as I know, and partly from the Public Relations staff.

I think there are a good many of those things which should be shown here. The difficulty is to get the rank and file. We probably have a thousand men. Maybe nine hundred and fifty do the right thing, but it is the old one that does the wrong thing that creates the ill will.

CHAIRMAN: All right, T.T.C. . . .

MR. SKINNER: Basically our instructions to the Supervisory personnel are carried out through the Traffic Department and in turn through the School of Instruction.

MR. WATT: Mr. Chairman, may I just interrupt a minute: Could we all move over closer to the microphone so that we can all hear the speakers. Then the speakers could very readily go up to the microphone and it would facilitate our hearing what they have to say.

CHAIRMAN: That is a very good idea.

MR. SKINNER: Mr. Chairman, as I mentioned a moment ago, our basic instruction on public relations with respect to our Supervisory personnel is carried out through the Traffic Department and in turn through the School of Instruction. Apart from the original instruction of the Acting Inspector and the New Inspector, who, of course, are pretty well schooled in details of that character, we hold regular meetings at the Division where all operating problems are discussed, including public relations matters, and, from time to time, the men are also brought together in our School of Instruction where an agenda has been prepared and pertaining to operating matters and public relations problems.

CHAIRMAN: Thank you, Mr. Skinner. Any other discussion on that point? How about some of the smaller properties? I saw Mr. Ferrier here from Edmonton, where is he?

MR. FERRIER: Mr. Chairman, Gentlemen: These Calgary people here ask questions just to get the rest of the people into trouble. We don't propose to get into trouble however. Well, I am sorry, we haven't got a Public Relations Department. Edmonton is growing, but not quite large enough for that yet. However, we try to instill the necessary knowledge into the Inspector staff in the usual way. We were

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handicapped, of course, to a certain extent by the seniority question. As most of you know the seniority question governs promotion from the rank and file to the Inspector staff and I would say we had some time with some of the old chaps. They were good Operators, good Motormen, but they were pretty well set in their ways and some of them, well, you need a hydraulic jack to get them to move sometimes. However, I will say that their intentions are good and they are all good fellows but they haven't got just that right knack. They handle a passenger all right on the car but . . .

We lately have been trying to get away from those seniority questions and we are not altogether successful yet, but we are hoping and the union officials particularly are quite prepared to see our views in the matter. However, as I said before, we still have quite a few of the old fellows who have to be jacked up occasionally—they don't think quickly enough probably—but now we really are training the younger men, that is, the new appointees, giving a little more instruction along public relations lines and I think we are getting very good results.

CHAIRMAN: Thank you, Edmonton. I have a gentleman here from Nova Scotia who would like to have a word with us. Mr. Smith . . .

MR. SMITH: Mr. Chairman and Gentlemen: As a newcomer among you, and in fact, a newcomer to Canada, I hope you will forgive me getting onto my feet quite so early, but this afternoon I saw this dramatization and I have been very much impressed by it. And I can appreciate that if all the Operators in the Nova Scotia Light and Power could see that dramatization, it would appeal far more than any talks or pep talks that might be given to them. And it struck me that would it be possible for your Association to produce such a set of slides on loan or hire to members of the Association with a script to enable members of each individual company to call together their own Operators and give such a talk. Furthermore, the question of public relations with motormen and the public is such an important one and plays such a part in the progress and prosperity of the company I would like to suggest, if I may, sir, very humbly too, that it might be the subject—and a very useful subject—of a paper to be given in front of the Association in the future.

CHAIRMAN: Thank you, Mr. Smith. You took the words right out of my mouth. As a matter of fact, we were

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going to suggest to the Operating Committee that they might pass a resolution suggesting to the C.T.A. that a number of these slides be made up and the script either recorded or general directions for the making of the script given so that they could be fitted to each individual property or could be prepared in such a general way that the script would do for all properties and could be circulated through the C.T.A. on a regular circulation system so that the smaller properties, who can't afford to buy such equipment, would have the benefit of it in their training. I understand that the projection equipment only costs about fifty dollars and if the slides were already made there would be no further expense in that respect. I'm sure that the Public Relations Committee are quite prepared to co-operate by the preparation of new scripts or in any other way to make the scheme successful.

If the smaller properties show any interest in this idea I am sure that the C.T.A. could be persuaded to do something about it. Is there any further discussion?

MR. EMPRINGHAM: Mr. Chairman, I might remind those present that the Association has three films that were prepared by the American Transit Association. They are still available and can be used on ordinary sound tracked projectors. They cover exactly the same ground, only a little more. There are three of them, *The Operator and His Job*, *The Operator and the Passenger*, *The Operator and Safety*.

Anyone interested can write to Mr. Neild and get them anytime.

I might say, on our property we have used them. In fact, I have them right now. They are excellent educational material. I don't think there is any better anywhere.

CHAIRMAN: I still think that this short and handy slide presentation is so adaptable to each individual property because the script can be changed to suit the occasion. A movie, being very general in its application, might possibly not quite fill the bill.

However, I'm sure it's news to some of us that the C.T.A. possesses some of the A.T.A. films; so let us bear that in mind. It isn't every property, of course, that owns a movie projection machine. They are quite expensive and some properties may not be able to afford them. Does the C.T.A. provide a movie projection machine with the film?

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MR. EMPRINGHAM: Most cities have machines. That's how we get them, for a matter of about two or three dollars, and that is all there is to it. It is a fact that the information is general and it is absolutely applicable to almost any property. They are excellent material.

MR. CLANCY: Mr. Chairman, I think I should contribute, not of my own wisdom but of the wisdom of educators both in war industry and in visual aid instruction in the schools since then, by actual tests they have found that moving pictures are very entertaining but they don't teach. They don't teach fifty percent as well as slides adapted to the particular class or group.

CHAIRMAN: Is there any further discussion on that point?

MR. DAHL: Supposing you had the slides, Mr. Chairman, how are the men going to see them? How do you call a gathering of the men? Are you going to pay them for attending a meeting, or how are you going to arrange it? You can get the slides, but once you get them, then how do you apply them?

MR. CLANCY: Mr. Dahl poses that as an insurmountable obstacle. We pay the men to listen to these public relations talks in Toronto. We went around to the divisions and had meetings and paid the men to listen to it. We think the money was spent well.

CHAIRMAN: Is there any further discussion on that point? It is a very important point. There are unquestionably many properties who don't think it is worthwhile spending the money. We should be able to convince you that it is. After all it only took half an hour, and say you had a thousand men and you paid them half an hour each—that is five hundred hours, five hundred dollars roughly.

MR. DAHL: But you can't get them together. They have their regular shift and any time over their regular shift is time and a half, or something like that. We have a difficult time on our property to get them to come down for the four or five general sign-ups that they have. They object to that travelling. One of the things they have now partly is a proviso in the agreement that if we have more than a certain number of sign-ups that they be paid for going down and signing up. We had for a number of years a large number of Safety Meetings twice a month and there were about five hundred present

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and we used to pay for their meals. Of course, when the rationing came in and prices went up—you can't of course feed men in hotels for less than two and a half per plate—so we haven't gone to that. I don't know how you are going to get a large number of men to attend that meeting.

MR. NORRY: For the amount of time involved I don't see where it should enter into it too greatly. What I was thinking about was that our men have shifts where they go on work at different depots. Why not move the slides to the men. It would only be a matter of a few minutes and you could tell them that the slides are going to be shown at a certain time on a certain day at that depot. I think they would come along a little bit earlier.

We have a watch check-up there. We have a machine to check the watches, and that is what we do. We move the machine to the different people at the different depots and catch the men as they go on shift. I don't think it would involve too much time.

MR. KIERANS: On this question of payment for attending these films, I think it presents a very serious economic problem, particularly where you have a lot of operators. It is not only a question of paying them half an hour, it might run into a matter of one or two hours if you have a minimum guarantee for such attendance. What I have in mind is possibly your entire group could be divided into three classifications. You have certainly a number of employees who are doing a good public relations job; then there is an intermediate group who are neither doing a good job nor a bad job; then there is a group who is doing a bad job. Possibly, I don't know whether it will be five or ten or fifteen percent of the group, but why should you go to the trouble of paying attendance for seventy-five or eighty percent of the group; why not make it a sort of penalty.

Take this ineffective group and gather them together and say "Here, boys, this is the penalty for doing a poor public relations job—you have got to attend this picture." That is my thought. I give it to you for what it is worth, but it seems to me that is the way I would make it applicable.

CHAIRMAN: Well, I don't know whether Mr. Kierans was in the Army or not but I don't think anybody got any spiritual benefit from Church Parades in the Army.

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MR. KIERANS: What benefit are we going to get from a picture shown to a group of which eighty percent are doing a good job? Let's have a little argument on this.

MR. CLANCY: All right. Who goes to Church? Only the bad people?

MR. KIERANS: But the bad people should go.

MEMBER (Regina): Appropos of what the last speaker said, my thought is this: It is awfully difficult to teach old dogs new tricks. I happen to come from Regina and most of our operators are good. We have fifteen percent of them maybe that are not so good. But my thought in connection with the matter is this: Before you set an operator on the road after you have taught him to drive a tram or a trolley bus or a coach or whatever it may happen to be, he should be grounded in fundamental and basic public relations, because he, in the final analysis, more than any other employee that you have, is the best public relations man or should be the best public relations man that you have. I think the time to do this work is before the man is assigned to a run.

MR. KIERANS: I agree with that. A few moments ago we were talking about public relations with your Supervisory staff. That represents two percent of your entire staff. Why go after two percent? Go after your operators, which is ninety-eight percent of your staff. And out of that ninety-eight percent, well I don't know, probably eighteen or twenty percent are not doing a good public relations job—they are the boys to go after. Don't waste any money on teaching eighty percent of your staff that is doing a good job—if you are going to spend any money. Of course, if you are not going to spend it, well that is a different thing.

MEMBER (Ottawa): Mr. Chairman, I don't know whether we have gone at it from the other angle, but we do hold labour-management meetings, as they are called, and discuss with the men problems that they bring up. And then we can feed in a certain amount of other material that we want to give to them. We don't pay the men. We probably don't get much more than a fifty percent turn-out. However, the next time you catch up with a 'Joe' that wasn't at the meeting and he gets into trouble, why, it is a good time to let him know that he should have been there and found the answer before he got into trouble.

MR. DAHL: Mr. Chairman, I have a sneaking idea that

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the Public Relations men of our Association are trying to put the Operating people on the spot. They haven't yet told us who is going to do this. Now they have some ideas—let them tell us what they think. They wanted this sort of a scrap—let them start it.

CHAIRMAN: I think that maybe we did have a sneaking idea, the general idea being this; that too often Public Relations work is regarded as one of those frills that in good times you can afford and in bad times you try to do without if you can. Then we are trying to convince the Operating men that the very life of our business depends upon good public relations from the ground up. I think most of us would be prepared to do our best to see these ideas carried out. In the past, there has been some doubt as to whether it was thought sufficiently important for the public relations people to come into direct contact with the operators, forming part of the early training, part of the re-training. And if Mr. Kierans' idea is carried out, whenever you get a group of people who are bad public relations operators—doing a lot of harm—I would say call them in by all means, pay them by all means if necessary. Don't make a penalty but expose them to this and then if they don't mend their ways, of course, they can always be invited to engage in some other employment suitable to their particular talents.

MR. LAGACÉ: Mr. Chairman, there is just a little question in my mind regarding the suggestion that was made that fifteen percent are bad public relations men, and what I would like to know is: Who is going to determine what is the fifteen percent? That is, if you have a thousand operators, what do you do? Do you wait until some complaint has been put in by the public or the Inspector that the operator is a bad public relations man? And how are you going to determine the ones that are?

CHAIRMAN: Well, I should have thought that the records of the men would reveal very shortly who is doing a good job and who isn't. You have the reports of your Supervisors, the reports of passengers if they get annoyed and observation of travelling Supervisors, if you have that sort of thing, and you must keep records of the behaviour of the men on your system even if you have one thousand or two thousand or five thousand.

MR. LAGACÉ: It seems it is a negative approach to wait until you get a complaint that the man is a bad operator; you should correct it before he becomes an operator.

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CHAIRMAN: Well, I think that they should be exposed to this attack of education before they ever became operators and then if, after having been exposed, they were not improved by the exposure, then they should be re-exposed. Then, if that does not take, they should be invited to go where they will be able to do more along the lines of their natural inclinations.

MR. CLANCY: Mr. Chairman, suppose we break right down and tell the people what is at back of all this. The men who worked with Mr. Queen-Hughes on the preparation of this presentation, had this in mind, and I am being very frank: In the Companies where they have public relations men, pretty good activities are going on along these lines in various forms that suit various Companies. They may be subject to improvement, and they may be subject to extension, but the general idea of the value of public relations training has been recognized and certain methods have been employed to imbue the employees with a proper attitude on that subject not after a man has had a psychological accident—you don't wait until a man has had a collision with another vehicle before you expose him to safety training. Neither should you wait until he has, what I called a moment ago, a psychological accident, until he has made an enemy of some of your customers. No! You expose him to that as preventive training. And the members of the Public Relations Committee who have been working on this presentation to bring it before this meeting had the specific idea in mind, that was brought out, I believe by Mr. Smith, and supplemented by the Chairman, that the Association should do something more than it has done for the smaller companies who don't have public relations men. In the A.T.A. for example, that subject has become a very live topic. I don't know whether there are any A.T.A. men here or not, but I understand they were in danger of losing a lot of their members because the smaller companies felt that there wasn't much in the A.T.A. for them. But, however, it has all been changed, there is a very wide, active organization of the smaller companies who are making more intelligent use of the facilities that the Association has been offering all along and that they weren't using. Well, the proposal is that our Association should offer more than it has done to its members and that the members should make use of it. Whether you have to pay your men or whether you don't have to pay your men, all these little local problems can't be settled on the floor of this meeting. But you can express your thoughts in support of the general

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idea that the Association should do something like this to help any companies who see the light and want to do a little work on their men along the lines of public relations without being put to an expense beyond what they care to go. As the Chairman mentioned, preparation of the slides could be done in Montreal, or Winnipeg, or Vancouver, or Toronto on a voluntary basis. The fellows that work on public relations, they would be glad to contribute their labours to that just as they have to this presentation. The cost of producing the slides in relation to their possible use would be very, very small. The cost of projecting them would also be very small, because the Association could buy one of these projectors and ship it along with the slides. Anybody can get a screen, if they haven't a screen they have, at least, a clean wall, a white wall to show them on and you can get your men together in whatever way your ingenuity could devise for that purpose. There is no ulterior motive behind the presentation that has been made today. I am simply reiterating and repeating and perhaps trying to clarify the sincere purpose back of our humble effort.

CHAIRMAN: Thank you, Mr. Clancy. Any further comment on that point? Mr. Empringham, you have a question I believe that you were going to ask.

MR. EMPRINGHAM: Mr. Chairman, Ladies and Gentlemen: I heard some suggestion this morning that on some properties at least, traffic is on the decline. Now what do we do under those circumstances? Do we starve the off-peak service or do we use that as an opportunity to really show that we can do something?

MR. WATT: Mr. Chairman, before leaving that other question, I think that the Public Relations Committee have performed a very definite and useful service in the presentation they have made here to-day. I think it is constructive and I certainly think it should challenge the attention of every member here. Personally, I have always felt that we did not make sufficient use of our operators in our public relationship work. After all, all of us do a great deal of work in public relations or try to. To a large extent they have been focused in the past on people more or less outside of our organization.

I think your Committee has done a very useful service in pointing out to us and emphasizing the fact that we have in our own service, people who can be of very great benefit

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to the public relations. I don't think the question of whether it is the Operating Department or whether it is the Public Relations Department enters into it. If the matter is a good thing, it should be a Company policy. And whether it is carried on by the Operating Department or the Public Relations Department is immaterial. To my mind, it should be carried on with the full co-operation between them.

It could not possibly meet with any success unless it had the full co-operation of the Operating Department, because after all, those men are responsible to the Operating officials and if they in any way indicated that they thought this was of very little value, why, it couldn't possibly meet with any success. But, there is no question, as some people have said, that those operators on our cars and buses meet the public, and there is no use trying to establish good public relations unless the people who are meeting the public are enthused with the idea of good public relations. In my opinion we look upon these men as salesmen. They are the salesmen who bring in, to a large extent, our business, and the manner in which they conduct our business will be the manner, to some extent, of the number of people who ride with us. And whatever may be the decision, and undoubtedly as far as the money is concerned, I am not particularly interested in that—if it is a good thing, it should be worth the money; if it isn't a good thing, it isn't worth the money.

The Public Relations in the larger companies have a budget on which they work. Whether in the opinion of the Operating Department or the general executive it is a thing worthwhile, I don't think it makes much difference whether you pay for all or just the culprits. My experience is that the culprits are not the same people every day. A man may go along for a year or two and may be a perfectly good operator from a public relations standpoint, and all of a sudden he runs off the track. It may be some personal matter; it may be that he has trouble at home; it may be that he has sickness at home; and all of a sudden he runs off the track.

Now I differ from Mr. Kierans, who is associated with me. I don't think there is any one of them in a bus or tramway or street railway, any of those operators, who can't be improved. I feel that a proper campaign can improve the best man we have. Now, if that is the case, we should include them all. And there is an additional reason. If you get a lot of good public relations operators, the fact of their meeting with the others is an incentive to the others to come up to

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their mark. We do the same thing with complaints. We have perhaps, one hundred and fifty men working on a line. On that line there are perhaps five or ten with which there is trouble. Now you call in your man and point out to him the fact that ninety percent of these men seem to be able to operate on this line under the same conditions, at the same time, carrying the same people, and they can operate this line efficiently without any trouble.

Now they are operating at the same time, they are carrying the same people, they are using the same equipment; the only thing that is different is the man, is you. Now why is it you are getting into trouble and ninety percent of the others are not. In a logical way—although I am not too great a believer in logic because to some extent it sometimes goes astray—it comes down to the individual.

Therefore I congratulate you, Mr. Chairman, and your Committee for bringing this thought before the Operating men. I think it is a matter for Company policy. I certainly think it is a matter that as far as the expense is concerned, when we compare it to our advertising budgets and the amount we spend in newspapers, which is largely for the attention of outsiders, we should make use of this powerful, competent force which we have under our own organization and who must respond to a certain extent. We should make full use of their co-operation and their support.

CHAIRMAN: Thank you, sir.

MR. VAN AUKEN: I don't know whether you want a word from an outsider or not, but it seems to me that in public relations work—

MR. CLANCY: Excuse me, Mr. Chairman, but the "outsider" is a Canadian by marriage; he married a Canadian girl; and he has been attending these Canadian meetings since I had red hair—which is a long time ago. This is Mr. Claude Van Auken, President and Publisher of "Mass Transportation".

MR. VAN AUKEN: Well, it seems to me that the thing which is overlooked in public relations work is the fact that, at the present fares in effect in most cities, the transportation utility is taking the biggest slice out of the family pocket book. You have a ten-cent fare, one man rides twice a day, he pays twenty cents a day, he works twenty-seven days, there is five dollars and forty cents. If there are two in the

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family, then it is double that. There is your gas, electric lights, your telephone—does it come to that much for the average family? It does not! That is one thing that I think is overlooked and therefore I believe the public relations end of it should be stressed more.

Another thing brought out by the last speaker, Mr. Watt, was the fact that you have this tremendous potential opportunity of reaching your public directly, not only once a day, but most of them twice a day. The Telephone Company never see its customers. The Gas man comes around, reads the meter and you pay the bill—maybe you see him twice a month. The Electric Light the same. You, in this industry, have a chance every day to reach your public and I think the opportunity there is tremendous, if you can make salesmen out of those men.

One gentleman over here says fifteen percent of his men are not suited to public relations. What is your definition of a good man for public relations? It all depends. Perhaps what you think is a good public relations man is, as far as salesmanship is concerned, absolutely zero. I think the potential here is tremendous if you can get these men each and every day to do a good sales job, to do a good public relations job. With the opportunity of seeing your customers twice every day you can do something in this time when it is necessary to do something, when revenues are going down.

To me, instead of a question of how much is it going to cost to reach these men, the question is, 'can you afford not to do it', when revenues are going down. As a speaker this morning said, we are at the end of the rope. We are at a point where something has to be done. It seems to me that here is the big opportunity.

CHAIRMAN: Thank you, Mr. Van Auken. The thing is, that I knew if I singled out Mr. Dahl, that he would start something. He did. I think we can thank Mr. Dahl for having started this discussion by throwing that very challenging question in, "What about the money, and where is it coming from." The thing that we in the Public Relations Committee had been worrying about is that we do spend a lot of money and that when we spend money for newspaper advertising, radio advertising, and things like that, if the product which is being offered is not as good as it might be, then money that we spend in trying to sell the services through the ordinary media of salesmanship is wasted.

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We were largely concerned about getting the operating people to think more than they have thought in the past about improving the product that we offer right down to the grass roots, that is, among the men who do the selling. And, more than that, we are concerned about the attitude of the men themselves, the attitude possibly of organized labour in this very high manpower industry, where the cost of the service we give goes very largely to labour. Do they realize sufficiently what is at stake for them if the quality of the service they give is not as good as it might be? Therefore, this program that we presented was designed to try to bring out that point, that anything we do, any money we spend, can be completely wasted if the men are not giving the kind of service that we advertise in newspapers and on the radio.

MR. WATT: It seems to me that the Public Relations Committee have taken on quite a job, and the Operating Department ought to welcome them and say, 'Go to it boys'.

MR. LAGACÉ: Mr. Chairman, it may be of interest to the members here that we in Montreal have felt that the previous system that was adopted had some fallacies in that we realized that having platform men instructing new employees who entered the company's service was not up to expectations. As a rule you would get an old platform employee teaching old tricks to new men coming in, and all the bad points about the operation. So we suddenly decided to do away with platform instructors and use some of our personnel who are attached to the School of Instruction. We have given personal training to every man under the guidance of an instructor from our school. The whole training period is conducted by the one instructor for every two men who are trained.

The results so far have been very satisfactory, to a point where on one occasion particularly when the C.T.A. Spring Meeting was held in Montreal, one of the members of the Public Relations Committee happened to be riding with one of our new men who had been trained by the new system; and this member from the Public Relations Committee wrote us a very nice letter commending the operator on his performance. This operator had been trained under our new system. Now we feel, and the records certainly show, that we have been able to improve the mentality and the behaviour of our new men towards our patrons. That has been done in cooperation with our Public Relations Department, which has

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put at our disposal pamphlets that have been distributed to trainees.

As a rule we usually make up our minds that these trainees will not devote very much time to studying the literature that is put before them during their training period. In order to overcome that, we have made up our minds and we have actually put into practice the idea of putting these men through a written test on their public relations before they qualify.

Mr. Kierans can give more details if anybody is interested, but in Murray Bay I gave some figures as to the actual results from the public relations standpoint and also from an accident standpoint, and we have nothing to regret.

MR. KIERANS: The actual figures on that accident control plan, of twenty-five operators selected under the old scheme compared with twenty-five selected and trained under the new scheme, there is an accident reduction of thirty-five percent for a period of nine months and some forty percent on infractions of regulations and public relations. It was quite an improvement.

The public relations questionnaires which Mr. Lagacé referred to consists of ten questions in his final examination on particular problems that he might meet during the course of his work. The problem is put to him and he has to give us the answer on how he would handle it. As Mr. Lagacé said, if there are any further details you would like to have, we would be only too happy to supply them, and I take this opportunity of calling upon you as witnesses in case my public relations' budget is turned down next year, that Mr. Lagacé has approved it automatically today.

CHAIRMAN: I would like to have some discussion on the point that Mr. Empringham raised, this question of, are we giving too much service in the rush hours and not enough in the off-peak period. Is that a problem which the operating men can do something about. Is it advisable to run everything you have during the rush hours and then in order to pay for it, bleed the off-peak service, or not.

MR. WATT: Mr. Chairman, isn't that a problem that has to be solved before each company can discuss that, by each individual company according to the conditions they have to meet? It doesn't seem to me that you can have any comment raised on that at all.

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CHAIRMAN: I think you should be able to set down certain general principles, should you not. Is Mr. Furlong in the room? What do you think about it, Mr. Furlong?

MR. FURLONG: Well, I think that the difference between off-peak and peak service is something that you have to guage pretty well in the individual place. Now with regard to Windsor, of course we have a very large industrial centre, Ford Motor, Chrysler, General Motors, and some twenty-three or four other subsidiary plants. Those men all go to work at eight o'clock in the morning and they all quit at four. We have to supply the buses that it takes to move them at the time they want to go to work and at the time they want to go home. If we don't suply them, we are very severely criticized.

With regard to the off-peak hours, I have thought at times that it was a little lean and that if we did increase it, it might encourage off-peak riding, especially for shoppers, but I think it comes back to the point of whether or not you can educate your public to stagger their hours, the shops, your merchants, your office employers and other classes. Take your schools for instance, in the war we were able to do a great deal of that and we accomplished a great deal. We cut down the number of buses and our increased revenue was tremendous but today everybody wants a seat when they want it, and they don't seem to care an awful lot how much trouble they put our industry to. Maybe it is a matter of education and cooperation of the public. But I think you have to do a lot of work to educate them to do it.

MR. ELLIOTT: Mr. Chairman, if the gentlemen will pardon a very junior member speaking, I would like to refer to one or two observations which come to my mind in regard to rush hour and off-peak hours. If you are going to consider the problem, the first thing I would think you would have to consider would be the passengers per car in your peak hours. If you are fortunate enough to have a property where you have more equipment than you will ever possibly need in rush hour, and yet you still want to bring it out so that you bring your capacity per car around seated load, then you are forced to starve your service in normal hours. But if you have a company where you haven't got enough equipment to put out in rush hours, and even with all the equipment that you can possibly put on the street car, you are still averaging one hundred and thirty, one hundred and fifty passengers per car, then I think that you are forced to put a generous

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service out in normal hours to compensate for the very 'sardine packed cars' that you are forced to give in rush hours. And it seems to me that if you are going to discuss the problem, each property that discusses it would have to state, whether they have more equipment than they need or they are short of equipment in rush hours.

MR. FERRIER: Mr. Chairman and Gentlemen: I don't think it is good policy to cut off peak service too much. We are expected to keep it down within reason of course. We are usually short of equipment during the rush hour and we have that 'sardine' condition, particularly during the winter months, but we try to maintain reasonably good service during the off-peak period. We find that by speeding up your schedule you can economize to a considerable extent, during the summer months particularly. During the winter months, we don't like speeding up too much because of our icy street conditions. But during the summer months we have recently increased our speeds from ten and eleven to twelve, twelve and a half miles per hour, and we are giving a better service, the same service but much faster than we did at the slow speed. We haven't had any complaints on that service. In fact, as we speeded the schedule up, the only complaints we receive are from the operators. They think we are going crazy. They think they are going too fast and that we are not giving them sufficient time to make the trip.

But in checking up, we find that during the slack period on the old schedule they were taking anywhere from six to nine minutes at each end of the line. And we are convinced that the fast schedule, as they call it, is not fast at all during the summer months, and I think that is one way of overcoming it.

CHAIRMAN: Mr. Penney, of the T.T.C. I believe has a question.

MR. PENNEY: Do passengers take kindly to a facetious remark such as "The rear of the vehicle will get there just as fast as the front"?

CHAIRMAN: Has anybody any comment on that? I would say it depends entirely upon the operator and how he makes the facetious remark, but I would like to hear some discussion on it.

MR. LAGACÉ: Here's another question. Are we expect-

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ed to pick up obviously drunken people who will annoy other passengers, and what instructions are given platform men?

CHAIRMAN: I would like to hear the experiences of other properties on that. How do you handle situations like that? Are your operators empowered to act in the nature of special constables to eject these passengers, or what? Mr. Aiken might possibly be able to give us some light on that point.

MR. AIKEN: The question of an inebriated passenger is very similar to any problem that we might have along the same line. Who knows when an inebriated passenger is going to be objectionable. In a city that has fewer taverns than Toronto has at the present time, particularly on Friday nights and Saturday nights, it seems to me that our operators have to use a great deal of discretion in order to do the right thing at the right time.

Now our passengers, that is the majority of our passengers, if the person who has had a few too many is not behaving in an objectionable manner, they resent our interfering with their travel. It is quite possible that a man may have had a drink or two too many and he is still not an objectionable person. It remains with the individual to make up his mind as to whether or not the passenger should be admitted on the vehicle. Personally, I think that if the passenger who appears to be a little under the weather is a respectable type of individual—and I believe, with all due respect to you prohibitionists, there are still a few who take a drink who are still respectable—now it seems to me that if we take a passenger of that type on our vehicles and he is not objectionable to the other passengers and does not create a nuisance while he is on the vehicle, we should endeavour if possible to take him to his destination as quietly as possible. After all, if he pays a fare he is still another passenger—and we need passengers, and we need passengers who pay fares. So it remains entirely with the individual to select and admit certain passengers in the condition that we have been talking about, and others who may be objectionable or appear to be objectionable, to reject them.

Now the question of rejecting a passenger who appears to be objectionable is rather a ticklish one. You and your public relations section of this organization talked a great deal about public relations. We in the operating department have to get at all types of passengers—and the main thing

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is to try and satisfy everybody to the best of our ability. Personally, we have given out no specific instructions to our operators other than to do the best they can with the condition which confronts them at that particular time. That is about all that I can add to it, Mr. Chairman.

CHAIRMAN: Thank you, Mr. Aiken. I think that this discussion has brought out a number of interesting points. People, being people, have to be handled like people, and the people who are handling the people are our people and they are people themselves. It means that individual cases require individual treatment; and in that way we public relations people are fully aware that we don't present any panaceas for any of our problems, but what we showed you today was merely a tool towards producing better results. I haven't heard anybody express any disapproval of the idea, and, therefore, I would like to suggest to the Meeting before we all disband and go away, that, if you are all in favour of trying to persuade the C.T.A. to adopt the idea that we suggested, or a substantial majority, then we could get busy and do something about it.

All those in favour of persuading the C.T.A. to subsidize the purchase of a projection machine and some slides and script and have it available for circulation among those companies desiring that assistance, put up their right hands.

I think we can take that as substantial agreement.

Gentlemen, the Meeting is now adjourned, and thank you very much.

SECOND DAY'S PROCEEDINGS

Morning Session

PRESIDENT: Gentlemen, I can see that you are all very refreshed after last night's trip on the ocean for which I must say that we all appreciate the efforts of our Vice-President, Mr. Empringham. I heard a good story there last night I think I ought to tell you.

An Irish family had a young son named Mike; they sent him over to New York to make his way in life. He didn't do very well at home. He got a job and wrote home regularly, advising his mother how he was doing and so on. Finally she said to her husband Pat, one day, she says, you know I think we ought to ask Mike to send us a little money. Things aren't so good in Ireland and we could do with a little. So they wrote him a letter and told him they were hard up and he wrote his mother and sent her a hundred dollar bill in the letter. Well, she had never seen that much money before and she was a little afraid of it, afraid to take it down to the store and change it, and she was afraid to take it to the bank; she didn't even want to tell her husband about it. So she put it in a tin can and buried it in the back yard. A week later along came another letter with another hundred dollar bill. She was more afraid of that than the first one, so she buried it.

The third week another letter came with another hundred dollar bill in it. So by this time she figured, well I better tell my husband Pat about this, so when Pat came home she told him about the first and the second and the third hundred dollar bills and she said, you know, I'm a little worried about what Mike might be doing; where does he get all this money? So Pat says, oh, we've really raised that boy well, you know he had a good foundation, I shouldn't think he'd be doing anything wrong. You've been getting all the letters from him, does he say anything about what he's doing? No, she says, but I think he's in the animal business. Well, how did you gather that? Well, she says, he continually mentions his blind pig. (Laughter)

Now, gentlemen, the first item on our program to-day is an address by Mr. Tracy leMay, who came here to Canada

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from England in 1906 and has worked for the City of Toronto since 1910. He holds several important positions with the City of Toronto. He is City Surveyor, City Planning Commissioner and City Traffic Engineer. It is a great pleasure for me to introduce to you Mr. Tracy leMay.

MR. leMAY: Thank you, Mr. Chairman, for that nice, short introduction.

Now, the title of this Address as first on the Program here, Town Planning and Transit offers a great deal of scope to the imagination and would indicate that a fellow should travel along that very well worn path which compares the number of square feet of roadway space occupied by a person in a transit vehicle as compared with a rider in a private automobile. I don't propose to bore you with those statistics, I'm quite sure you are perfectly familiar with them and all the answers.

I thought that I would give you a general picture of the planning field as it is at the present time and then perhaps deal with what I think is one of the most important phases of planning in relation to the demands of transportation.

Planning never was an exact science, gentlemen, and it never will be. Procedures and techniques constantly change as community life becomes better understood and as new phases of urbanism become evident. And as these things happen the science and art of planning takes on new concepts. Just by the way, at that point, I made application about three years ago for admission to the Arts and Letters Club in Toronto. After about a month's delay my sponsor came back and said he was having trouble with the Admission Committee—did I consider that Town Planning was an Art or a Science? I said I thought Town Planning was a Science, but evidently I got the wrong answer because I haven't been admitted yet. (Laughter)

Thirty years or more ago the objective of the planner was often nothing more or less than the glorification of the city as the tourist sees it and many is the plan with a Queen Anne front and a Mary Anne back as they say, which now reposes and gathers dust in city hall vaults and attics, and that goes right across the Continent and also extends to very many city plans that were made in Europe about that time.

Gradually, however, the planner came to realize that fine highways, boulevards and stately buildings did not strike

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at the root of the problem, which was the health, welfare, comfort and general convenience of the individual citizen in his own home. And so from then on the individual and his general welfare became the primary objective of the planner.

That lasted for some time and was followed with considerable enthusiasm by the planning experts and consultants on this continent, until it was realized that even that wasn't getting them anywhere, because our cities are gradually becoming nothing more or less than the place of residence of hundreds of thousands of individuals living in houses on long and short straight streets, and that there is no community interest and it is very difficult to work up any enthusiasm even for local planning.

This is possibly due to the constantly improving standard of living, because nowadays we seem to be no longer gregarious, we no longer perhaps even need to know our own neighbours in order to employ our leisure time. Thirty years ago if you had nothing else to do you had to go to a church social or some kind of a meeting, cohabit with your neighbours, to amuse yourselves. But now we have radios, picture shows, we have pay as you play golf courses, and we have a thousand and one things with which we can employ our spare time. I say we are no longer gregarious and community life in its best ideals is gradually slipping away from us.

Those are the things, gentlemen, that have got to be corrected if we are really going to plan cities as the place of residence for communities or groups of people. To this trend may be attributed the growing lack of responsibility, the 'Teen-age gangs and other anti-social moves that have become so evident in the last few years. To the same cause must to some extent be attributed the slow but sure deterioration of residential areas.

The planner's answer to these trends is to promote the definition of neighbourhoods or residential cells throughout the city, that are capable of being organized on the community basis for mutual protection and improvement. Neighbourhoods in which there is a similarity in social and racial characteristics and in the age and character of buildings. Areas from which through traffic can be diverted to marginal thoroughfares. Areas in which there is some community of interest.

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Now this can be done, gentlemen, there is evidence in Toronto and elsewhere. You have doubtless, all seen some pressure group which has banded itself together to defeat what it considers to be an attack on their rightful residential amenities. But it is not standard city practice. It must be done however if we are ever going to develop our cities along the lines upon which we think they should go, having in mind those general principles, the welfare, corporate convenience and health of all the inhabitants.

The neighborhood planning idea became the vogue some five or six years ago and was greeted with great enthusiasm and is still greeted with great enthusiasm and the Official Plan for the City of Toronto, which will be published inside of a few weeks will be embodying a neighborhood planning idea as one of its basic principles.

Nevertheless, travelling around Planning Meetings as I have done in the last two or three years, it is rather distressing to find that as soon as somebody mentions neighborhood planning a polite snicker goes around the room because of the extreme difficulty, almost the impracticability of organizing a city on that basis. However, we are still slugging away at it and I have no doubt that sometime, sooner or later, we will achieve the results we are looking for.

If we look at a modern city, it has not very much to recommend it as a place in which to live. The city keeps on getting bigger, traffic conditions get progressively worse, residential areas are on the down grade and of course taxes are on the up grade. The reason for the latter is because the cost of government per capita increases with population and if you check through you will find that that is an inevitable rule.

In the City of Toronto at the present time, with perhaps six hundred and fifty thousand people and a budget of about forty millions, it is costing about seventy dollars per capita. Take a smaller city of twenty-five or thirty thousand people, you will find the per capita cost of government is very, very much less.

Another reason is the ever widening belt of sub-standard or blighted property which surrounds the central commercial and industrial centre. We have in this city and in all cities you will find that sub-standard belt—property which does not represent an economic use of land.

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Now before the war, when we knew what real estate values were, if we bought a house we expected to pay say five thousand dollars for the house, of which one thousand dollars represented the cost of the land and four thousand dollars the house. I don't know where it is now; the ratio is probably about one to ten. But you could find in the City of Toronto perhaps a thousand acres where the value of the building is not very much more than the value of the land. As a result of that, of course, while they have to be provided with all the same services, services have to pass through those districts to serve other parts of the city, yet they do not produce enough revenue to anything like pay their way.

If we think of all these things collectively, we automatically come to the conclusion that if there was any way to get a new city for an old one that would be something that somebody ought to do something about.

Now to the man in the street that is just a dream. He thinks it is impracticable, there isn't enough money in the world—he offers some other defeatist or some other argument to tell you that you are all wrong. But is it. If we look around us at the big cities of the world we find that extraordinary changes are taking place. Large areas are being demolished to provide, for instance, sites for modern housing or parks. Railroads are being moved from one side of the city to the other. Magnificent highways are being cut through solidly built up districts.

And as we view these constant changes we cannot but realize the city is not static, it is a living dynamic thing, never stationary, but constantly changing from day to day, month to month, year to year. And if we can give these changes guidance, in other words, if we can plan a new city for an old one—it may not be just a dream after all.

And so we decide to plan for future growth and development, but before doing so we must set up a goal, we must know where we are going.

First of all, we have got to know for how long we are going to plan, to endeavour to see too far ahead would simply land you into dreams of visionary impracticability. On the other hand to plan too short of time would lay you wide open to accusations of lack of foresight. It is difficult to know how far ahead you can see in the rapidly changing times, but it is

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generally conceded that perhaps thirty years is about as far as you dare guess future developments of the city—and even thirty years is far too long.

And secondly, since we are planning for the needs of people, we must know with reasonable accuracy how many people are going to live in that planning area at the expiration of the thirty year term, how many people you must make provision for. And that, gentlemen, you will realize is a matter of great difficulty. I know you all make population studies and to some extent you have a guide in vital statistics which can always be plotted in a curve and the curve projected.

But you have two other uncertain factors with respect to which it is almost impossible to make predictions. This question of immigration, for instance. At the present time indications are that we are going to pursue some wide open immigration policy which may very seriously disturb and upset any calculations which we might make as to previous population and future population.

I can show you records in this city where under the old policy of immigration, sometimes restricted and sometimes more or less open, the increase in the population of the City of Toronto varied from five thousand in one decade up to fifty thousand in another decade from that one source alone—immigration from overseas.

And then, you have got another movement, this domestic migration, this ceaseless movement of people between urban and rural areas. Due in many cases to economic conditions, but in the over-all picture due very largely to a technological advance in farming methods and things of that kind.

Then we must, having guessed at our population, having established in an arbitrary way the time for which we are going to plan, then we have a third basic assumption that has to be made—where are the people going to live, what is the area that we have got to plan. And that must take full account of the feasibility of the economic provision of the essential services—water, drainage, and last but not least, transportation.

Now the ideal, gentlemen, from the transportation angle, would be to arrange your city of the future so that everybody could walk to work. Then we would probably be much

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healthier and could forget our traffic and transportation problems. But that, however, is very obviously carrying the dream too far, because primarily the unfortunate habit the people have of changing their jobs and the impossibility of changing their places of residence at the same time.

You study the L. and E. picture—Toronto or any other city—you'll find that people living in the east end are traveling ten miles to work in the west end; and while they may have acquired places of residence near their work when they started as time goes on they get spread out all over the city.

And so it seems inevitable that we must contemplate a mass movement in the morning and evening rush hours and that we must also contemplate some form of public mass transportation to facilitate these movements. Now the various forms of mass transportation, that is to say the art or science of carrying large numbers of people at some times—I'm afraid I shouldn't say this, but I'm afraid it is true—a little uncomfortably in large vehicles of various types is understood to be comprised in the one word transit. I've been a little bit intrigued by the use of that word 'transit'. It is a word that is not in common use and the other uses are rather unfortunate because they are combined with other words in such phrases as 'lost in transit', 'damaged in transit', 'delayed in transit'. Nevertheless, it is a good short word to describe what you are after.

There are other uses. For instance, there is a surveyor's transit, but then the surveyor's transit is a thing which revolves around its own axis and never gets anywhere—so perhaps that's less hand.

Notwithstanding the planner's hopes for the Utopia referred to above, it must, I think, be obvious to all that transit within a city is inevitable because of the absolute impracticability of supplying either the highways or the terminal facilities that would be required by an individual transportation amount. I was just checking on the automobile registration in the County of York the other day and I find we get a 16% increase in 1948. And that compares, gentlemen, with a decrease of 200—the total is about 160,000—a decrease of 200 between the peak in 1941 and the 1947 registration figures.

In addition to this 16% increase in automobile registration, we have about a 25% increase in truck registration in 1948 alone, and the truck registration is, of course, extremely

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important because the habit of the truck is to be on the road during every hour of the working day as compared with perhaps an hour and a half in the case of the automobile.

Then we have made recently some studies in the parking situation downtown here to determine the demand. Generally speaking we find that about sixty-seven or sixty-eight thousand vehicles require storage space downtown during every working day and that the total accumulation at any one time is about 17,000 vehicles. Well all of those, of course, need highways to run on, and also confuse the picture from a general transportation standpoint.

But it looks to me very much as though the predictions of some of our friends across the line who are qualified to know what they are talking about, that we must anticipate a 100% increase in automobile registration in the next ten years, is not very far off. We certainly have this 16% here in one year and we seem to be on the way.

But I don't know that we have to give up hope altogether. But it may perhaps serve some useful purpose to consider here for a moment or two what I consider to be one of the fundamentals of the traffic problem.

Now planning news from all over the continent is replete with programs for stupendous highway improvements and transit routes, all designed to relieve existing conditions and perhaps to make some provision for future demands. Little, however, is planned or even said about rectifying the condition that creates the present need or the future demand. It does not take much thought or imagination to reach the unassailable conclusion that traffic problems are a direct result of the use of land and that the only permanent cure for this problem must rest upon the control of the use of land.

In a speech that he made to the American Society of Planning Officials in New York last year, the Mayor, Mr. O'Dwyer said that everything in New York was going along fine but if he could get hold of \$500,000,000—half a billion dollars—to build a new subway under 2nd Avenue, he felt quite sure that he would have New York's traffic problem licked.

Well, that gave some of us food for thought. Perhaps he could get it licked, but for how long? New York as far as I know has for many years been spending a great many millions

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of dollars trying to lick its traffic problem and as far as my personal experience goes, which is perhaps a little limited, it is getting progressively worse.

Additional traffic facilities only create opportunities for the establishment of additional businesses and industry and sooner or later the whole thing must be done all over again. There is general agreement that street widening is not a cure. It is only a paliative. Increased business, attracted by the wider streets, is a traffic generator which automatically uses up the additional facilities provided and then you are as you were and something else has to be done.

Expressways, while serviceable for a long period, must go through the same process. In fact, dealing with the proposed six-lane dual expressway at Buffalo, a well-known engineer of that City recently expressed the opinion speaking here in the Toronto Club about three weeks ago, that sooner or later it would be necessary to convert this six-lane dual expressway into a six-lane one-way highway and to build a parallel six-lane one-way highway about a mile away for the reverse movement. So from all of this Gentlemen, it seems that the only permanent solution that the Planner can devise, other than highway improvements, is land use, which is the basic underlying cause of all municipal problems.

For instance, is it not possible that the City of New York might be further ahead in the long run by devoting the five hundred million dollars that Mayor O'Dwyer wanted for the removal of a large block of industry bodily to some area outside the city where, because of the reverse traffic movement during rush hours, it would simply result in both sides of the roadways being used at the same time instead of the present unbalanced movement that obtains.

With removal of industry, it would, of course, be necessary to couple rigid regulations to prevent the further increase of industry in the congested area. The space vacated by the displaced industry could perhaps become a park or be used for low density housing of a suitable type.

Transit, Gentlemen, must be the servant rather than the master of the Planner. Too often, I am afraid, it is the other way. To what extent are subways responsible for building densities in lower Manhattan. If the 2nd Avenue Subway were built, would it not pave the way for more downtown skyscrapers? What will be the effect of Toronto's Sub-

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way, unless coupled with rigid height and volume zoning for the down town area? Without it, I am afraid the subway may become the reason for bigger and better buildings, and more of them, followed by bigger and better subways. And **there is another angle.** How much is transit responsible for that unsocial and uneconomic ribbon development that decorates so many of our main highways.

In some of the earlier discussions preceding the adoption of the proposal for the Yonge Street Rapid Subway, and even since then, the statement has been made that Toronto is not big enough to support a subway system. This is, of course, a complete misconception of the reason for the construction of rapid transit and a failure to realize that unbalanced land use may demand rapid transit in a city with even less population than Toronto. The reason for rapid transit is, of course, the number of people that want to go in the same direction at the same time.

Now Toronto's first land use error occurred about one hundred years ago when the first railway was constructed along the water front and acted as a focal point, attracting industry. From that time on, the city has grown by the continuous expansions of that central, industrial and commercial nucleus and by the addition of concentric semi-circles of residential properties to house the workers.

Suburban areas are alive to the fact that without revenue from taxation of industry to supplement tax revenue from municipal property, it is becoming increasingly difficult to supply services, including education for thousands of small houses that are now being erected each year. The fact that with the increasing use of highway transport by truck many industries are no longer dependent on railway facilities makes a balanced land use program perhaps more easy of achievement, but on the other hand, the existing unprecedented demand for houses rather makes the situation more difficult, because vacant land exists only in the outskirts and because no acceptable formula has yet been found in this country for the reconstruction of uneconomic central residential areas.

It seems to me gentlemen that that is one of our solutions that we must come to. But until the higher levels of Government realize that this question of housing is not solely a municipal problem, it seems difficult to know just how we can make progress. Perhaps out of this election which is going to be held on the 27th of this month between the

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various competing forces, there may develop some solution to the problem. At the present time, you know what the situation is—it is true you can tear down houses, but you are more or less obligated to rehouse the people who lived in them. You can't build a house that can rent economically for less than about \$75.00 or \$80.00 a month. You can't expect these people to pay more than one-fifth of income, and one-fifth of income in these depressed areas has been variously computed at about \$40.00 a month. Well, that leaves a subsidy of \$40.00 a month to be provided through some Governmental agency if we are to proceed with this wholesale reconstruction which is so essential to an adjustment of our population from the standpoint of transportation needs

The estimated demand for houses to rent here is by some authorities placed at about 15,000, all of which, if built, must be located outside the city. Quite recently a neighbouring township offered to make 3,000 acres of land available for the purpose. Just think what that would mean. 15,000 houses occupied by about 60,000 people of whom perhaps 15,000 at first would require daily transportation to and from their work in the city because at the present time very little opportunity for employment exists outside of the city. It is things like this that make transit necessary and make land use the most important phase of a planner's work.

A planning friend of mine expressed the general idea very succinctly recently, when he said that a healthy community must consist of a number of units of urbanism and then he defined the unit of urbanism as being composed of a dwelling and parts of a factory, a shop, a playground, a theatre, a church, a school and of all the other things that go to make up civilization as we know it.

If we cannot organize our communities on this self-contained basis, we must rely on transit to supply our transportation needs. But the fact that transit can be supplied must not make us less mindful of the need for a balanced land use. We have, of course, in the city of Toronto, a double problem. We have a city problem and a metropolitan problem. We have two Planning Boards, a City Planning Board and a Metropolitan Planning Board. When the Metropolitan Planning Board was called, which was appointed some three years ago, we called together the representatives of the twelve municipalities comprising the Toronto metropolitan area and asked them if they could let us know what the Planning Board could do for them.

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Well, they picked out various things, but the one thing they stressed was the necessity of an amalgamation of the metropolitan transportation. At the present time there are, I think, no less than 30 or 32 lines which start at the city limits and run for some miles here and there throughout the suburban area. They are, many of them, privately operated. Some operate by a commission on a cost basis for the municipalities, universally requiring an additional fare and very generally without transfer privileges. The Planning Board undertook to investigate that and engaged Mr. Norman Wilson who presented us with a very interesting and very instructive report.

Generally, that report proposed the creation of a Metropolitan Transit Commission which would take complete charge of transit throughout the area. The most interesting part of this proposal was his method of financing. He agreed with the suburban municipalities that there must be some extension of the one-fare system, but he did stress in his report that planning matters of that kind in the city of Toronto had proceeded by spurts followed by lulls and he urged that we should embark upon some financial program that would give us a continuous progress along these lines. In brief, he suggested a surcharge of 1½c on every streetcar fare, estimated to produce about four or five million dollars a year, or sufficient for one year's subway construction and he included a program of about 35 miles of subways which would have the effect of carrying the suburban population through the congested area to the city limits approximately, where they could be transferred to the local systems.

In addition to that, in order to make the punishment fit the crime in all cases, he suggested that the automobiles who use the highways should pay for the highways and advocated very strongly an automobile tax of \$10.00 a year. That works out very equitably, because you see 1½c a ticket for transit riders would be approximately the same amount of \$10.00 a year. That report is still under very serious consideration by the York County Council and by the Metropolitan Planning Board and it is our very sincere hope that sooner or later we may be able to develop along the lines recommended by Mr. Wilson.

Now, admitting the necessity of transit, there is one further thought which I feel sure is present in the mind of all transit authorities and that is, if transit is to achieve its purpose, it must meet the competition of private automobile by its

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convenience and attractiveness. If it is to do its part in eliminating from down town streets all but essential individual vehicles, it must provide parking facilities at its terminals and outlying stations and last, but not least, getting back to the point we started from, it must be the duty of traffic authorities to give full recognition to the limited street space required by the transit passenger and facilitate its speedy progress by all reasonable means. Thank you, Mr. Chairman.

(Applause).

PRESIDENT: Thank you very much, Mr. leMay.

Our next item on the program, Gentlemen, is an address by Mr. A. W. Baker, of New York on the Effect of Transit Fare Increases on Riding and Revenues. Mr. Baker is General Secretary of the American Transit Association. Prior to that he was Engineering Secretary and he has had well over 25 years' experience in the business. I am quite sure you will enjoy what he has to say. Mr. Baker.

MR. BAKER: Before I start reading this paper, I would like to make a little explanation. This paper was prepared by Mr. Hecker, who is the Executive Manager of the Association and he is the one whose name appears on your program. Unfortunately, at the last minute, Mr. Hecker had to change his plans and he was unable to come up to Toronto and I can assure you that it was with great disappointment that he had to make that change in plans. So, what I am reading here today is not my paper, but Mr. Hecker's.

Again I have been asked to discuss the subject of transit fares in the United States. A year ago, as many of you may recall, I stated that economic forces growing out of World War II has set in motion a mass upward adjustment in transit fares in the United States. I reported at that time that fares had been increased in 176 cities in the United States having a population of more than 25,000, or 43% of such cities. Today, a year later, fares have been increased in 323 such cities, or 72%. Of these cities, 84 have had two increases, 23 have had three increases and 15 have had more than three increases. Thus, it will be seen that the upward movement of fares in cities in the United States has continued during the past year at an accelerated pace.

In addition, there are today many applications pending for increased fares, so it is probably safe to say that the end of this mass upward adjustment is not yet in sight.

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The following rate summary will give you an idea of the changes that have taken place in fare levels. Up to the close of World War II, there were no cities in the United States having a universal fare in excess of 10c. Today, 29 cities have fares in excess of 10c. The highest cash fare is 15c. This is the rate charged on the rapid transit lines in Chicago. The fare on the surface lines is 13c. cash. There are 5 cities having a 13c. cash fare with reduced token rates, or passes, or both. Four cities have a 12c. cash fare with reduced rate tokens. One city has an 11c. straight cash fare and one city has an 11c. cash fare with reduced rate tokens.

On VJ Day, 28 cities in the United States had a straight 10c. cash fare. Today, there are 77 such cities, an increase of 49. There were 150 cities that had a 10c. cash fare with reduced rates on VJ Day. Today, there are 200 such cities, an increase of 50. The number of cities with fares below 10c has decreased from 232 on VJ Day to 104 today, a decrease of 128.

Cities with weekly pass rates quoted in their fare structures have decreased from 68 on VJ Day to 61 today. Weekly pass rates have been increased in 50 of these cities. Cities with zone fares have increased from 45 on VJ Day to 51 today and in 40 of these cities the zone fares have been increased.

Now that record of upward adjustment in fare increases in cities in the United States is in sharp contrast with the experience of the cities in Canada. According to our records, there are today no cities in Canada having straight cash fares as high as 10c.

On VJ Day, 17 Canadian cities had a 10c. cash fare with reduced token or other rates and today, there are 21. Fifteen Canadian cities had fares less than 10c. on VJ Day. Today, only 11 have fares less than 10c. Five Canadian cities had weekly passes in their fare structures on VJ Day and today there are only three. So far as our records show, there are no Canadian Cities having Zone fares. Does that check with your records, Jim? (Answer: Yes, that is so.)

The mass upward adjustment in fares in cities in the United States represents an effort on the part of management to overcome the combined adverse effect of a continuing downward trend in transit riding and upward spiral of operating costs.

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You may well ask how successful this effort has been. The following comparative figures for the calendar years 1945 and 1948 tell the story. Those years were chosen for the comparison because fare increases in 1945 were relatively few and did not exert much influence on the industry figures on riding and revenues. 1948 is the last full year for which we have complete information.

In 1948, the industry carried approximately 1,850,000,000 fewer passengers than in 1945, a reduction of 7.9%. Despite this decline in traffic, fare increases produced \$99,600,000.00 additional operating revenue in 1948, which is a 7.2% increase over 1945. But operating expenses, including depreciation were \$261,800,000.00 higher in 1948 than in 1945 and that is a 19.7% increase. Thus, notwithstanding the widespread increase in fares that has been granted transit companies in the United States, the net revenues in the industry, that is before taxes, were approximately \$162,000,000.00 lower in 1948 than in 1945. After payment of taxes the industries operating income amounted to \$46,000,000.00 in 1948 compared with \$158,730,000.00 in 1945, and that is a decrease of 69.1%. The rate of return on the capital invested in the industry in 1948 was only 1.12%. It was expected, of course, that in the period of readjustment after the war, there would be some decline in riding. Actually, riding in 1947 declined 3.6% from the peak year of 1946. In 1948, a further decline of slightly more than 5% occurred. In the first quarter of 1949, the decline was at the rate of 10.1%. It will be noted that the rate of decline is on the increase and I want to emphasize here that this is speaking entirely about cities in the United States because that is not entirely true of the Canadian Companies.

It is difficult to tell how much of the decline is due to normal, post war, readjustment of business activity and the greater use of the private automobile and how much is due to increased fares. Experience has shown, however, that there is some decrease in riding with every increase in fare and it is generally admitted that there is a limit beyond which fares cannot be increased without bringing into play the law of diminishing returns. No one knows where this economic ceiling is. Naturally, it will not be the same in all cities. Apparently, it can be determined only by experimentation. We recently made a study of the experience of 99 transit companies operating local service in cities of various sizes in the United States in an effort to determine whether any pattern

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could be found that might serve as a probable guide to future fare policy. In selecting these properties, we excluded any on which unusual circumstances or occurrences such as strikes, floods, etc. might have exerted an influence on the results. The analysis for the entire probe showed that the average fare had increased approximately 19% since VJ Day. Passenger revenues in 1948 for the group had increased 12% since VJ Day and passenger traffic had declined 6%.

We then broke down the figures according to size of cities, based on population. This analysis showed that the cities in the population group 100,000 to 250,000 had had the highest increase in average fare. This group showed an average fare increase of 20%, an increase in passenger revenues of 9% and a decrease in traffic of 9% in 1948 as compared with 1944. The smallest increase in average fare occurred in the population group of less than 50,000; with an average increase of 16% in the average fare, this group showed an increase in revenues of only 1½% and a decrease in traffic of 13% for the year 1948, as compared with 1944.

It will be noted that the latter group had just barely been able to keep its operating revenues above the level of 1944. It should also be noted that cities in this population group were very greatly affected by the war and experienced extremely high levels of traffic in 1944. The substantial reduction in their traffic undoubtedly was due to sharp reductions in industrial employment and to the return of automobile competition as well as to fare increases.

Companies operating in cities of more than one million population had an average fare increase of approximately 19% during the period under discussion and realized an increase of 16% in their revenues, with a decline of 2.6% in their traffic.

Figures for the New York City Transit System were not included in this group because their only fare adjustment occurred during the last half of 1948. As you will recall, the fare had been a flat 5c. fare and it went up 100% to 10c. on Rapid Transit Lines and 7c. on the surface lines with some combination transfer arrangements.

Cities in the population group of 250,000 to 500,000 had an average increase in fare of approximately 17½% in the period under consideration and they realized an increase of 5.14% in passenger revenues with a decline of 10½% in

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traffic. Cities in the population group 500,000 to 1,000,000 and in the population group 50,000 to 100,000 showed almost identical trends. Both had increases in average fares of 19% with an increase of 11% in passenger revenues and a decline of 6% in traffic during the period under consideration.

Inasmuch as the grouping by population did not disclose any definite pattern, the Companies were regrouped according to geographical sections of the United States. This grouping revealed that the Companies operating in the North, Mid-Western States, that is Federal Reserve Districts 7 and 8, had the highest increase in average fare. This group showed an increase in average fare of 32%, with passenger revenues up 20% and traffic down 9%.

The smallest increase in average fare occurred in the New England States, Federal Reserve District No. 1. The average increase in fares in this area was 12½%, the increase in revenues 2½% and the decline in traffic 9%.

Average fares in the Midwest States, Federal Reserve Districts 9 and 10 increased 14%, with an increase of 11% in revenues and a decline in traffic of only 2.9%. In the North-Western States, Federal Reserve Districts 2, 3 and 4, the average fare increased 18% with passenger revenues up 14% and traffic down 3%.

In the South Eastern and Southern States, the average fare increased 18%, with an increase of 7% in revenues and a decline of 9% in traffic.

In the Pacific Coast States, the average fare was up 17%, passenger revenues were up 8.4% and traffic was down 7%.

Now it is probably rather difficult to follow those figures but I can say right now that this grouping did not disclose any definite pattern which might serve as a guide to future fare policy.

We then rearranged the Companies into four groups according to their present fare levels. This showed that the Companies whose fares are now in excess of 10c. have had an average fare increase of 27.8%, with an increase of 14.4% in passenger revenues and a decrease of approximately 10.6% in revenue traffic.

The next group comprises those now having a straight 10c. cash fare. Those companies have had an average increase in fare of 19.6%, with an increase of 10.4% in passenger revenue and a decrease of 7.7% in traffic.

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The third group comprises those cities now having a 10c. cash fare, with reduced token rates or weekly passes, or both. The average fare increase in this group was 14.2% with an increase of 12.2% in passenger revenue and a decrease of 1.75% in traffic.

The final group comprises those cities having fares of less than 10c. The average fare increase in this group was 18.3%, with an increase in passenger revenue of 8.6% and a decrease in traffic of 8.1%.

Now it might be advisable here just to review that for one second. The group where the fares are now in excess of 10c., your average fare increase was 27.8%; the next group having a 10c. cash fare, the average increase was 19.6%, in other words a going down in the average increase and at the same time, they got less out of it apparently because there was an increase of 14.4% in passenger revenues in the first group, 10.4% in the second group, then it went up a little bit—12.2% in passenger revenue. But in traffic, which is probably the most significant, there was a 10.6% decrease in revenue traffic for that first group; 7.7% for the second and only 1.75% for that third group.

Now this last grouping shows some signs of consistency and I think should constitute the basis for a much more extensive study, out of which it may be possible to learn something that will serve as a guide in the determination of future fare policy. We realize, of course, that the percentage of increase in fares—in the level of fares—is not the only factor affecting transit riding and revenue. Changes in industrial employment, increase of automobile competition and other purely local conditions are important factors that must be given consideration in arriving at any sound conclusions with respect to the economic ceiling for fares in any individual community. To the extent possible, these factors will be taken into consideration in further studies which we hope to make. At the present time, opinion of transit management in the United States is far from being crystallized on any definite future fare policy. It is my opinion, based on conversations with transit executives, and discussion at executive conferences that most managements will endeavour to obtain needed additional revenue through fare increases and flat universal fares, at least until there is some definite indication that the economic fare ceiling is being approached.

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There are some indications of increasing interest on the part of management in zone fares, but thus far, the inherent difficulties attending the introduction and operation of zone fare systems have deterred most managements from experimenting with this type of fare structure. I do know of several properties, however, that are at present engaged in extensive studies of the possibilities of zone fares, not only to obtain additional revenue, but to maintain the highest possible volume of riding.

Some managements feel that too much emphasis is being placed on the rate of fare and entirely too little on measures designed to promote a greater volume of riding by making the service more convenient and attractive. As opposed to that group, there are some managements that believe that transit riders, by and large, are necessity riders and that no amount of commercial or merchandising will break or change the travel habits of the public.

Finally, there are those who feel that the policy of single fare increases that are barely sufficient to meet actual needs has been ill-advised and has kept the industry constantly in financial difficulty. This group believes that it should be possible to convince regulatory authorities and the public of the wisdom of granting rates of fare high enough to provide revenues sufficient, not only for immediate operating expenses, depreciation and taxes, but to maintain an earnings record adequate to assure the ability of the companies to finance desirable modernization programs and to effect other improvements in service.

There is evidently no panacea for the ills that beset the transit industry. Each situation must be solved in the light of its own peculiar conditions. Transit companies, while seeking additional revenue through increases or adjustments in fare structures, must also make every effort to stabilize and ultimately reduce operating costs. It is difficult at this time to predict either the duration or the extent of the decline in business activity during this period of post war adjustment, which is sometimes referred to by Dr. Norris, Chairman of the Council of Economic Advisers as a period of disinflation. The uncertainties in the general business and economic situation in the United States, the present declining trend of passenger traffic and the continued rise in operating costs will confront transit management with some difficult problems during the next few years. Fare increases alone have not yet

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overcome the adverse effects of those two trends. It is therefore imperative that costs not only be stabilized, but also be reduced.

Transit managements must chart their respective courses in the light of the trends in business activity, industrial production, employment and other basic factors that influence the volume of transit riding and must promptly formulate definite plans to maintain the maximum level of revenue and minimum level of costs if a proper balance is to be maintained between revenues and expenses.

Not only must there be realistic advance planning and adequate budgetary controls, but there must also be close adherence to the plans by prompt execution of the various steps as the need for them arises. Transit has weathered many storms in the past, but some of the measures employed by management in previous periods of stress, such as conversion from two-man to one-man car operation, or substitution of busses for street cars are not available today, that is, to most companies or are available only to a limited extent to some companies.

The period of readjustment in Canada does not seem to have progressed as far as it has in the United States and it may be that the Canadian companies will not have to face for some time the uncertainties that are today perplexing transit management across the border. You are therefore, in what would seem to be, an advantageous position of observing how transit managements in the United States approach their current problems. This will enable you to weigh the advantages and disadvantages of the methods and practices they employ and to adapt to the solution of your own problems those that appear to have merit.

Perhaps even more important, by studying what they do you can avoid some of their mistakes. (Applause).

PRESIDENT: I am sure we all appreciate very much the effort that Mr. Baker has made in coming here from New York on our behalf.

I want to tell you that while the paper was drawn by Mr. Hecker and Mr. Hecker had made arrangements to come here and deliver it, he was suddenly taken ill in New York just prior to his trip and his doctor ordered that he not travel. I hope, Mr. Baker, that when you return to New York, you

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will express our appreciation to Mr. Hecker and also to your Association.

Now the last item on our program this morning is an address on Employer-Employee Relations, which I know is very interesting to all of us, to be given by a gentleman from Toronto University. He was born in Toronto, educated at Toronto University and the University of Chicago. I now have great pleasure in introducing to you Professor K. S. Bernhardt, Professor of Psychology, University of Toronto.
(Applause).

PROFESSOR BERNHARDT: Mr. Chairman, Gentlemen, I was thinking, as I was waiting for my turn here to appear before this Association, it reminded me of a little story some of you may have heard.

A Roman Catholic Bishop one Sunday morning was waxing quite eloquent on the topic "How to Bring up Children" and after the service, Mrs. Murphy and Mrs. O'Brien were discussing it,—Mrs. Murphy the mother of twelve and Mrs. O'Brien, the mother of fourteen. Mrs. Murphy said, "Wasn't that a splendid sermon—wasn't the Bishop in good form this morning?" And Mrs. O'Brien said, "Yes, I only wish I knew as little about it as he did."

My only experience with transit companies is as a customer—sometimes a disgruntled customer, who waits for a long time on the street corner—so I know really nothing about your business from the inside.

But my excuse for being here is because we have collected a good deal of important information and I feel that psychology, during the last fifty years especially, on human nature and problems of human relationships and certainly you can't run any kind of a business today without being aware of the importance of problems of human relationship.

Sometimes I think that we have learned to manage pretty nearly everything in our world but human relationships. In our short lifetimes, the technological advances have been truly miraculous, but some of our methods of dealing with people are away back in the horse and buggy days and sometimes, I think, away back in caveman days.

I have been asked to build today on the paper which was given by Dr. Tillmann at your Annual Meeting last year and in order to do that, I would like first to review very very

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briefly some of the highlights of that extremely interesting, valuable paper. Some of you will remember that his research dealt with accident-prone drivers. He substantiated the conclusion that there is such a group of individuals who are responsible for many more than their share of accidents and this kind of an individual has been labelled—accident-prone. These individuals are, of course, a very definite risk because they are almost sure to continue being involved in a succession of accidents. And this group of accident-prone individuals showed a number of characteristics in which they differed considerably from non accident-prone individuals. They tended to be youthful, they tended to use alcohol more than the average, they were emotionally immature. Some of them were anti-social, many of them, indeed most of them, had faulty living habits, a good many of them had a court record and in general, we can say they were poorly adjusted to life and work.

Now it seems quite clear from Dr. Tillmann's work as well as from the work of many other investigators that some part, at least, of the appalling accident toll could be prevented if these accident-prone individuals could be kept off the road. And it's also very clear, something that most of us have known for some time, that the causation of many accidents can be labelled psychological,—the result of personality and temperament factors in the drivers. This points up very, very clearly the responsibility of employers of drivers to make sure that the right people are selected and also that those who are selected are treated in such a way as to minimize discontent and dissatisfaction, emotional disturbances and other such conditions which lead not only to inefficiency but also to serious accidents.

The old attitude that accidents just happen, that they are accidental and inevitable is going out of fashion. We are beginning, slowly, I am sorry to say, but still beginning to realize that a good part of the misery and tragedy of accidents could be prevented. It is our responsibility to see that every possible step is taken to reduce this frightful loss of human life through preventable accidents.

Now what I would like to do is to go on from there to note just what this kind of finding means in terms of employer-employee relations. There are three main parts of the problem that deserve our attention: there is the problem of selection; problem of training and the problem of treatment. And I wish to make just a few brief comments about the first two

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and spend the rest of my time on the third. I guarantee to get through before 12:00 o'clock.

First of all, there is selection. One of the most important factors in employee happiness and effectiveness is simply that he possesses the personality, interests, abilities and aptitudes for the work that he is called upon to do. Considerable progress has been made, of course, on this problem of selection but we have just made a beginning. One thing that is quite clear is that the misfit in any job is an individual who not only is more liable to have accidents, that is quite clear, but he is also the individual who is more than a nuisance. He is the focus of discontent and dissatisfaction. He is the centre of a circle of undesirable influence.

I think our most common failing in this selection business has been to consider only a limited number of factors and leave unexplored many important and pertinent aspects. For instance, in this area of motor-operators, to a great extent we have concentrated on such simple factors as reaction time, judgment of motion and that type of thing—all to the good—but what we have failed to take into account in many cases is the general personality and emotional factors. Even though an individual may have under test a prompt reaction time, he may still be the individual who is subject to depression and emotional upset and disturbance and when he is in one of those phases, his reaction time is not what we found it to be on the test. And although he may show good judgment of motion and distance and relative motion and all that type of thing, although he may show that ordinarily, when he becomes disturbed, he becomes an individual with little or no judgment.

And then the individual's attitude to authority, his tendencies towards non-conformity, his everyday habits, his family adjustment—how he gets along with his wife and children and neighbours—and other similar aspects of character and personality are probably much more important than his simple reaction time or other simple psycho-physical measures.

During the last twenty-five years, certain instruments, tests and so on, have been developed which at least show promise in getting measures of emotional stability and general personality adjustment which should prove valuable in selection. The individual's past history of employment and various phases of his past life give at least a rough indication of some of these factors.

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Those are just a few scattered comments on this very important, complex problem of selection. The day has gone when we can take a look at a man and see that he has got two legs and two arms and a willingness to work and let that be the basis of our selection.

Having selected individuals who are relatively free from neurotic tendency and maladjustment, the next step is to provide the kind of training which will get them started off right. That, of course, is simple and axiomatic.

The biggest temptation, however, here, and we see it happening frequently, is to try to hurry this training, get the man started off on his own as soon as possible. And this man in a new and relatively strange situation is obviously much more prone to have accidents than the individual who feels at home on his job. And I would suggest a simple little rule here and that is to invest double the time and expense that we feel is necessary in training. The few cents spared in a short training period are soon swallowed up in the many dollars that subsequent accidents cost.

Another point which is also simple and rather obvious but often neglected is the personnel used in the training program. Not everyone is capable of effective teaching, nor does everyone have the proper attitudes towards safety, towards rules and so on. And care taken in the selection of the training personnel can pay enormous dividends. Send a new man out to be trained by a member of the staff who is himself careless, who has an unfortunate attitude towards authority and rules and we succeed in training another employee in the same inefficient and dangerous practices. These comments again are rather simple and obvious but I don't apologize for making them because they are certainly not unimportant. In fact, sometimes these small, simple and obvious things are the most important and at the same time the most neglected.

Well, let's get on to the core of what I am supposed to talk about—treatment. It sometimes happens that we select men with care, train them adequately and then make some rather serious errors in the kind of treatment we give them on the job. One of these errors is just plain, simple, ordinary neglect. Every man from the General Manager down to the lowliest sweeper has the same strong drive to be important. When we neglect this motive we can be almost sure that we are in for trouble. Treat a group of workers as cogs in a well-oiled machine, numbers on a list or mere instruments in

production and you can be sure, you can be certain, that the morale of that group will be almost non-existent. Everyone likes to feel that he is an important person, an individual, and that what he is doing is important—that both he and his work is recognized as valuable. There are many, many ways in which the members of a work group can be made to feel that they are wanted, that they are important, that they are recognized as persons—so many of those ways that the only wonder is that we do not use more of them.

I suppose one reason is that we have tended to think of labour as a commodity, something to be purchased, so that we have tended to lose sight of the fact that we are dealing with human beings with feelings, ambitions, emotions and all the other characteristics of people. So that over the course of years the last half century particularly we have developed a rather almost impossible situation in which we have two armies—Labour and Management—a battle, instead of a team. So that labour has been fighting for its rights, demanding, asking, for simple justice in some cases, so that they have got into the attitude and position of thinking of the whole situation as a battle. Two camps, instead of members of a team. No one likes to be bossed around. Many of us put up with it because we have come to think of bossing as an inevitable part of the work situation, but the newer fashions in supervision have made the old pattern of bossing people, bawling them out and in general making them feel inferior is very definitely out-of-date and quite ineffective today. Here is a man who has just been given a dressing down by an unintelligent supervisor. He steps behind the wheel of a motor. He is ripe for an accident. He is disturbed, resentful, for the time being anti-social and aggressive—he is looking for a chance to work off his resentment on someone. Let's hurry this process of getting rid of the boss and developing a team with a leader.

Related to this is the technique of criticism. You notice I have selected today very simple, down-to-earth rather obvious things. I have done that deliberately because I feel that those are the central and important features in human relationships in the work situation.

Let's look at this technique of criticism. It is a very common technique. Most people in authority use it. Many of them think it is essential, indispensable, a part of their job as a supervisor or employer. But what does criticism do to the individual. It tends to make him feel small, usually arouses

emotion, makes him mad, tends to cause him to build up defences against it, sometimes makes him feel a sense of injustice, tends to break down any good feeling that may have existed between himself and his superior. All of these results tend to produce a condition in the work situation with which most of us are quite familiar, that is, to put it mildly, undesirable. So I am suggesting a simple solution. Abolish in human relationship the technique of criticism. If we could do that, in the world of work, for instance, we would have almost a social revolution over night. There is little doubt at all now, that is very clear, I think, that the most important single factor in worker satisfaction, in group morale, in efficient work, in safe and accident-free activities, is the quality of supervision that the worker receives. Proper and human supervision means many things. Let me mention just a few examples—it means a respect for every worker as a person—it means the avoidance of course, of any appearance of favouritism—it means giving credit for good work and loyalty—it means recognition of the contribution of each member of the group—it means easy opportunities for the free and unemotional discussion of individual troubles—it means a feeling of security in work. It means those and a good many others similar.

The most fruitful approach to an understanding of the human factor in the work situation is to ask a rather simple question—What do workers want, anyway? So many people have taken it for granted that there is only one thing they want and that is more money and less work. But ask that question—What do workers want?—and answer it simply in terms of what every human being wants. What do you and I want? We want our physical needs satisfied: we want a feeling of security in life: we want a chance to contribute something: we want a chance to do things that we think are worth doing: we want to have a feeling of creating: we want to own something: we want companionship of others: we want to have a feeling of power and status: we want the respect and approval of others: we want other people to understand us: we like to have encouragement: we want to feel that we are making progress, that we are not standing still: we want to enjoy life and work and our families: we want to feel that we are getting justice and fair-play: we want to be able to feel proud of ourselves. Well, we want those things—so does every other human being. The key to treatment of the worker is to be found in an examination of

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ways and means of providing as much satisfaction for these wants as the work situation will allow.

More than that, we need to make opportunities to provide such satisfaction. And what's more this approach in terms of wants, pays big dividends in a happy, contented and therefore efficient work force. The human factor in the work situation is so important that we have to make definite provision for planning in terms of it. This may not mean that we have to have a psychologist on every staff, but it does mean something even more important: that the management group, the supervisory group have to be thoroughly aware of the importance of the individual, thoroughly aware of the importance of human relationships in the work situation, and making sure that no stone is left unturned to provide the kind of treatment that leads to the satisfied worker.

Perhaps we do not need psychiatric clinics in the work situation—don't forget the "perhaps" there—but we do need some kind of machinery to help the worker solve his problems of adjustment in the family, in the work setting itself and towards life in general. The person drives as he lives. The person works as he lives. And if we are interested in how he drives, if we are interested in how he works, we have to be interested in how he lives—whether he has a decent place to live, whether he has a chance to get help in making his family life happy and well-adjusted. The man with worries is neither a good workman or a safe one. He should have help in dealing with the causes of his worries. We do more than purchase a few hours out of the lives of men; we are enlisting lives for work. And each individual brings with him to work his own experience—he doesn't leave his family behind, nor his financial difficulties. Of course, we don't have to baby the man, but on the other hand we do need to remember that he *is* a man with his feelings, emotions, worries, ambitions, desires and hopes. The burden of what I am suggesting is simply that when we hire people they should be treated as human beings.

During the life time of some of us here today, these miraculous advances in technical aspects of transportation that I hinted at a while ago have happened, but for some reason or other we haven't put nearly as much energy or brains into the matter of the human factor in the situation.

I suppose Chairmen are individuals who are the accepted target of comment. I have been impressed with the efficiency

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of the Chairman this morning, but I was reading a paper last night. The paper probably misquoted the Chairman, but the paper said, and I read between the lines, that—it is taking longer each year to do these negotiations and so on. Let me suggest that we haven't put nearly enough time into this problem yet. It isn't something that just comes up when there is a contract to be signed. It's something which is an ever present problem in any work situation; the working at the problem of human relationships in the situation. We paid hundreds of thousands of dollars for equipment and then put this in charge of individuals sometimes who are not properly selected or trained to use it. We have developed machines which will travel efficiently and rapidly, but because we have failed sometimes to consider sufficiently the human factor, these efficient machines have on occasion become instruments of destruction.

My time is up. Just a final word. Surveys and studies of this human factor have shown that men can be contented and efficient as well as safe in jobs when they have: first, a feeling of security and a chance to advance; second, meaningful work whose meaning is understood; when they have, third, a feeling of direct participation in something that results in his being a real member of the working community and finally, relations with fellow workers that generate respect, recognition, a sense of responsibility and tangible appreciation for his accomplishments. (Applause).

PRESIDENT: Thank you very much, Professor. It may be possible, after having heard the Professor, and what he has said about the time that is necessary to devote to collective bargaining and employee-employer relations, that we have, even at this meeting, begun to obtain a formula such as I have indicated and that I desire, at some time in the near future, to solve the problem.

It may be that we could employ none other than the Professor to assist in the Department which I have recommended that our Association establish for that very purpose. (Applause).

Now there is a formula for everything and if we can get it, I think we have accomplished something greater than we can realize.

Now, Gentlemen, just before we pass on, I would like to say that the two days that you have been here, the programs

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that you have heard, have been designed by your Association to give you much more in a short time than you can possibly consume in the time you are here.

In other words, I mean just this. You may have enjoyed each one of these addresses and you may think they are wonderful but they won't do you a bit of good unless you take them home and read them over and over again, because you can't get the meat out of them in one hearing. These addresses, of course, will be printed eventually in the books that the Association publishes and distributes to each one of you and they are all very, very important. They deal with subjects that particularly pertain to every day of your business and I think for your own benefit, you should attempt to get all the meat out of them you can by reading them over several times.

Now, I have an announcement here, Gentlemen. This afternoon there will be a Ladies' Sightseeing Trip around Toronto lasting about 2 hours. Coaches will leave from the main entrance of the Royal York Hotel at 2:30 p.m. and will return to the hotel at about 4:30 p.m. It is suggested that the ladies meet in Parlour "B" of the Convention Floor about 2:15 p.m.

This evening, members, guests and their ladies are invited to attend the Cabaret Supper Dance, informal, as guests of the Toronto Transportation Commission, 9:30 p.m. until 1:00 a.m. in the Concert Hall of the Royal York Hotel. By the courtesy of the Associate Members, refreshments will be served in Hall "B" between 9:00 and 9:30 p.m.

At 2:30 p.m. in the Ball Room, this afternoon several films will be shown for the purpose of illustrating simple, effective and inexpensive methods of training transit employees. These films are extremely interesting and informative. Because of huge investments in rubber tires they will deal principally with this item and should be of extreme interest to the transit operators. Please note the change in location. The meeting will be held in the Ball Room and not the Salon, under the Engineering Committee.

At 2:30 p.m. this afternoon, in Hall "B", the Claims and Safety Committee members, not attending the Engineering Committee Meeting, will be welcome.

The meeting is now adjourned, Gentlemen. Thank you.

THIRD DAY'S PROCEEDINGS

Morning Session

PRESIDENT: Gentlemen, will you kindly be seated.

Is Mr. Bacon in the room? Will you please come to the front, Mr. Bacon. Mr. Sears, is he here? Mr. Preston, will you come up to the front please? Mr. Gray-Donald, Mr. Vigars, Mr. Empringham? Is Mr. Gray-Donald in the room? Hes outside—will you ask him to come in please.

Gentlemen, please come to order.

The first item on the program this morning is entitled: "Why we Changed the Transit Vehicle on Our Property." There are a number of cities to hear from and I am going to take the liberty of calling on Mr. Bacon first. Mr. Bacon . . .

MR. BACON: Mr. Chairman, Gentlemen: Some months ago Mr. Neild, the Secretary, asked me if I would say a few words about why we converted to trolley coaches and I had planned to put down just a few notes and speak from those. About two weeks ago, when we were in the midst of getting ready for our trolley coach change-over, Mr. Neild sent me a little letter asking if I would be good enough to send him six copies of the address—advance copies. In addition to that he has been very efficient in taking it all down on a tape recorder and putting it down in shorthand. I don't know just why I have the honour of speaking first, whether it's because we are the smallest city to change our type of vehicle, or the latest, or whether many of you had hoped that I would be the first to speak here and it wouldn't matter very much if I did mess it up a bit after last evening.

Well now, I feel it is necessary to devote a minute or two to describing what might be termed a rather unique set-up insofar as our Company in Cornwall is concerned in order that you may have a full understanding as to why we changed the transit vehicles on our property. The functions of the Cornwall Street Railway Light and Power Company Limited are threefold: first, the retail distribution of some 9200 Kw. peak demand of electricity in the city and the urban part of the Township of Cornwall, the residential, commercial and power customers having an initial demand of not more than

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100 H.P., serving altogether a population of some 30,000; second, providing of passenger transportation for some four million revenue passengers per year for the above-mentioned area; and third, the switching by electric locomotives of some 24,000 loaded freight cars per year from the three railways that are in Cornwall to the various industries centred throughout the industrial area of Cornwall and vice versa, from the industries to the railways.

All of that adds up to the fact that we are a very small Company with diversified operations. The directors and management of our Company have for some time realized that although the freight switching facilities have been fairly satisfactory, and also our set-up for retail distribution of electricity, nevertheless the passenger transportation facilities were far from adequate to serve the growing needs of Cornwall City and Township.

Our main Second Street Line, some three miles in length—the track was a single one with turn-outs at what, many years ago, might have been strategic points, but certainly far from adequate to-day. The track was imbedded in concrete—that was done many years ago by assistance of the City Fathers and it made a very bad condition. The foundation, underlying part was more or less built on quicksand. These conditions, plus the inherent noise of rail-operated vehicles, resulted in many objections from this sort of annoyance. Continually people were complaining about our square wheels, as they called them.

The streetcars, of which we had twelve double truck ones and ten single truck ones were obsolete—in very unsatisfactory condition and had practically no rider appeal. This Department operated at a loss and the fare structure was low, being one of the few in Canada to operate on a 5c fare. The raising of fares to four tickets for 25c to purchase modern rail-operated equipment was considered a very questionable remedy since under the conditions previously outlined, it is very probable that such an increase would have resulted in decreased traffic, no increase in revenue and increased rider resistance, so that was not the answer there.

A very careful and thorough study was made of the whole problem. A report was submitted to our Board of Directors in which the recommendation was to abandon all streetcars and convert to trolley coaches. There were many arguments in favour of such a revision.

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First of all, in other municipalities where similar conditions existed, the trolley coach had been found to be the ideal answer. We studied the operation at Kitchener. Mr. Bromley and Mr. Preston gave us every assistance. Their set-up would be somewhat comparable to ours and we found that in Kitchener the trolley coaches had proved to be a successful solution to their main line.

Experience and statistics showed that in other places where the passengers per coach mile were similar to our conditions, the trolley coach was ideally suited to not only the volume of traffic at present, but also any addition that might be expected in the future. Although, as I have said previously, we had considered our problem for many years and had long felt the trolley coach was the answer, there was just the possibility in our minds that we might be too previous with such an extensive program. After all, trolley coaches were quite expensive and at the time we first started thinking about them, they were not made in Canada.

We waited to benefit by the experience of others, following Alexander Poe's well known advice: "Be not the first by whom the new is tried, nor yet the last to cast the old aside."

A study of the reports of Member Companies of the Transit Association in Canada and the United States and consultation with individual executives indicated that the transportation problem so far as passengers are concerned, has taken a fairly definite pattern. For heavy traffic in congested parts of large cities, rail-operated streetcars seem to be the adequate vehicle. For moderate traffic in large or small cities on permanent routes, the accepted vehicle seems to be the trolley coach. For light traffic, for feeder lines, for emergency service and for supplementary service, the gas powered bus is desirable. It seems to be generally agreed that for regular operation, these vehicles are not altogether interchangeable as to purpose.

The Cornwall operation obviously fell within the middle classification and if the considered opinion of those companies having the greatest experience was to be considered applicable, the adoption of trolley coaches for the permanently established routes with gas powered buses for the feeder and temporary service appeared to be definitely indicated. At this point, I do not intend to give you all the advantages of the trolley coach, inasmuch as you are all fully aware of these.

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Quiet operation, freedom from vibration, flexibility, fast acceleration, low maintenance cost and especially current loading were of very special interest to us.

Throughout the city and urban part of the township, there were already poles, some of which were owned by the Bell Telephone Company of Canada, some by our own Company, but the majority jointly owned by the two mentioned Companies. It had been necessary a year or two before to add direct current power to our sub-station in the form of a 1,000 Kw. mercury arc rectifier, primarily because of increased load from our additional incoming freight and previous purchase of 54 ton locomotives to replace our 34 ton ones. Consequently the conversion to trolley coaches would mean no further capital investment in power requirements.

Although the overhead structure would be somewhat more complicated than ordinarily due to the fact that in certain places both passenger and freight service must be provided for, nevertheless, we felt that this disadvantage would be more than offset by the advantage of already having a large number of poles which could be used. Incidentally, we hope to use some more steel poles after they get down to something less than a king's ransom.

Inasmuch as we were a power company, it seemed appropriate that we should use electricity as the mode of power and a study of the situation did show, as I will mention later, that the cost of electric power per vehicle would be less than that for gasoline or fuel oil.

The above-outlined conditions were the ones peculiar to Cornwall. We immediately ruled out operation of streetcars inasmuch as it would have been necessary to construct a double track system on our main route and we doubted very much if public opinion would have stood for such a procedure even if we had been successful in getting the formal permission from the city and township. The additional cost of track and new streetcars would have been much more than for overhead equipment and trolley coaches and in addition, we were sure the maintenance for rail-operated vehicles would have been much greater.

Since the seating capacity of a trolley coach is greater than that of a gas bus, a smaller number of units would be required to handle a given amount of traffic. The seating capacity of the vehicles considered for Cornwall is 44 for the

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trolley coach and 36 for the gas bus. The first cost of the vehicles varied almost directly as the capacity so that for any given capacity of vehicle fleet, the first cost of vehicles would be approximately the same. As the operating cost and the maintenance cost varied directly with the number of vehicles, the trolley coach would appear to have an initial advantage on these points in the proportion of 100 to 122, the ratio of 44 to 36.

In addition to this inherent advantage, the trolley coach has been found by experience to have much lower maintenance cost due to the greater simplicity of the propelling mechanism. This factor also affects the probable life of the vehicle. So far as we could determine, no trolley coaches have yet been scrapped, except possibly some of the very old ones, so that the actual useful life is a matter of conjecture. Some of these coaches are fifteen years old, many are ten, and they are, so far as we can find, pretty much all in regular service.

While the present day coach has been much improved over these older vehicles, the improvements have not been of the type which make obsolete the older vehicles and present indications are that future improvements will in a general way follow the same line.

Expressions of opinion on the part of the operators of both types of equipment are that the trolley coach has an expectancy of life about one-third greater than the gas bus. This opinion would, from the record, appear to be unduly conservative. From the uncompleted record to date from an engineering analysis of the two types of equipment, it would appear that a reasonable life expectancy for the trolley coach would be at least 50% greater than that of the gas bus, with a tendency to increase this figure to perhaps 75% or even 100%.

Our streetcar equipment, as I said before, deteriorated to a point where noise vibration exceeded acceptable standards by a wide margin. Appearance and service were below standard. Consequently, the rider appeal had diminished and public opinion indicated that the vehicles should be retired and a new method provided.

Public approval is a large factor in Cornwall, where distances are comparatively short and where a potential rider can walk if the riding accommodation does not suit his preference. In larger cities, the potential rider may have to

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ride on any vehicle available since the distances are so great that he cannot conveniently walk. Such information as was available from the records clearly indicated that the potential rider much preferred to ride on the trolley coach and he will go to a great deal of trouble to do so. There appears to be no doubt that on the record to date and at this time, the trolley coach enjoys a much greater degree of public acceptance than the gas bus.

The factor of public acceptance seemed to make it very important that the decision as to type of vehicle should be based not only on present cost of service but on the degree of permanency of type. If the choice of type is correct, it should be possible to start with a fleet of vehicles from today's design, add such new equipment as may be required to maintain traffic capacity from time to time and at the end of a ten-year period with the city and township, which we later acquired, have a more or less homogeneous fleet of 100% usable vehicles which would be sufficiently alike in looks and performance to make it unnecessary to discriminate as to the type of service to which each might be allotted.

It would have been possible to have saved considerable money in initial capital investment by substituting a fleet of gasoline operated vehicles and this great initial difference probably in a great many cases delayed operation of trolley coaches in many companies. However, we felt in our case it was not quite as serious as first appearances might prove. Due to the low cost of power with our unique set-up, we figured, as an example, we could save about \$30,000.00 per year on power. Since the interest and depreciation could scarcely be more than 10%, \$30,000.00 would pay the carrying charges on \$300,000.00 which is more than the additional cost of trolley coaches over gas buses. The remainder of the \$30,000.00 could be applied to extinguishing the debenture debt.

In addition to the saving of power cost, trolley coaches would theoretically require only 75% of the number of operators. Actually, we did not anticipate laying off any operators, but we hoped that with the increased rider appeal of the new vehicles, the increase in passengers carried would be able to be handled with the same number of operators for some time to come.

We felt that the trolley coach is the most modern vehicle which will not only provide service acceptable to the public

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at the present time but will continue to provide such service for a period of years and will be acceptable to the increase in capacity from time to time without rendering the older equipment antiquated or unserviceable.

In summary, we adopted the trolley coaches because they will provide the best service to our patrons for our set of conditions. They are the most modern vehicle and the ones most likely to produce the greatest return on our investment. That, Gentlemen, concludes the formal part of the paper.

If I might be permitted, I would like to comment on our operation which commenced last Wednesday. Everything, so far as I know has been going very well and there is a very definite upward trend in the number of passengers carried. The public seems to like them very much and the only complaint is that quite a few people are sleeping late in the morning that depended on the streetcars to wake them up. They will have to buy alarm clocks. So, we are looking forward with a great deal of pleasure to following the trends to see what happens on our operation. Thank you very much.

(Applause).

PRESIDENT: Thank you, Mr. Bacon. That was very fine.

And now, Gentlemen, I will call upon Mr. Sears to tell us about the city out on the eastern coast, Halifax.

MR. SEARS: Mr. President, Gentlemen. The main purpose of this paper is to tell you why the trolley coaches were chosen for Halifax. In order to answer this question intelligently, it is necessary perhaps that we should outline the primary requirement of the transit system for our city. Looking at the map of the Halifax area, one is immediately struck by the shape and size and geographical position. It is shaped much like a human foot with the toes pointing towards the ocean and it is joined to the mainland by a relatively narrow strip of land which forms the north-west limits of the city.

Our Company has a franchise to operate, has no franchise, I should say—to operate beyond the limits of the Halifax Peninsula and therefore, there is a definite limit to which public transportation is required of our Company.

Topography of Halifax is hilly and these hills occur mainly in the congested down town section of the city where the

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majority of our public utility transit service must be provided. It is an old city—in fact it is holding its Bi-centennial Celebration this year. It has narrow streets down town, which place a physical limitation on the size of the vehicle which can be used.

Halifax naturally adapts itself to public transportation and our past history has indicated a rather high riding habit. During the war years, the figure was in the vicinity of 300, which is, we believe, rather high for a city of our size at any time. But even when the abnormal demand of the war years was not present, the riding habit in Halifax was still favourable. We might well look at reasons for it being so favourable.

First of all, the water front and its adjacent environment carry most of the port traffic and the shopping sections through which the main thoroughfares pass are confined to the same congested area. This section is fed in turn by a residential south and south-west portion of the city, which is separated from the down town area by public parks, government buildings and hospitals.

To the north is Gottingen Street shopping district which is more or less restricted to well-defined limits and which has been increasing in activity in the last few years to such an extent that it is approaching in importance to the main down town district of Halifax. Through this latter area traffic flows from the north and the north-west and these areas, in turn, are more of a reasonable walking distance from this district. Add to these factors the volume of tributary suburban traffic which flows in and out of the city daily entering the narrow isthmus marking the boundary line, and we have rather a sketchy picture of the requirements of the transit system.

For many years the citizens of Halifax enjoyed a good transit system. There were plenty of cars, a good road bed and an experienced operating staff. Then came the war, bringing thousands of service personnel and war workers into the city. The number of passengers leaped from a peace-time normal of about nine million to a war time load of thirty-one million. This enormous overload was placed on equipment which could not be properly repaired and maintained because of the shortage of labour and material.

Even before the end of the war, the terrific wear and tear made it obvious that complete rehabilitation of the old system, or a brand new system was necessary. The war's end

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found the track and road bed worn out, the cars were in need of almost complete rebuilding, the overhead in need of major replacement and some newly built parts of the city were without adequate service.

The history of tram systems in smaller cities has been one of change to other forms of vehicle. Public preference has been definitely shown to be in favour of rubber tired vehicles. The narrow streets in Halifax limited the selection to a small vehicle and our eyes were focused on trolley coaches. The city of Halifax engaged one of the country's foremost transportation experts, who also recommended trolley coaches and he said and I quote: "To lay the necessary tracks, renew the overhead wire and rehabilitate the existing cars at present day prices would be but little less costly than to install a completely new ultra-modern trolley coach system. The likelihood of a rehabilitated tram sytem being allowed to live out its economic life is small." In this our Company was in complete agreement. In our preliminary planning, we attempted to follow the system of transit provision used in other places; namely, trolley coaches supplemented by gasoline buses and two of our routes were to be handled by gasoline buses. The question of using two types of vehicles was not lost sight of in the broad economic analysis of the problem, but it became increasingly evident that one type of vehicle was satisfactory for serving our purpose. It seemed to us that if we standardized trolley coaches, we could provide an excellent service without having some of the following disadvantages.

It is apparent that to have two vehicles, the gasoline driven and the other electrically driven, two groups of trained personnel would be required. Since we intended to use only two routes with gasoline buses, it became more evident that this would be a most uneconomical move to make because these two duplicate organizations would be required indefinitely.

Our routes are so clearly defined that it was not necessary to test out any particular route on an experimental basis, which function would have been more easily provided by a gasoline bus.

Confining ourselves to one vehicle with electrical drive minimized, if not entirely eliminated, fire hazard in our trolley coach building. Training of men is simplified by using one type of vehicle we thought, and in addition to that we feel that the danger due to accident should be materially reduced.

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The city is hilly and subject to snow and sleet and it has already been demonstrated elsewhere that the trolley coach stands up very well under these adverse conditions. Even though a large number of our stops occur on the most hilly sections of the city, we thought that with proper sanding and salting equipment, the trolley coaches would operate satisfactorily under all winter driving conditions. The trolley coach can be conveniently parked in the open and it is not essential that it be kept under cover.

Our present terminal was to have sufficient capacity for all the vehicles and was to be divided in two halves—one half for maintenance and one for storage. Hence, the storage half of our terminal could be maintained at a lower temperature, which presupposes the saving in light, power and heat.

For all the above reasons, trolley coaches were selected. All vehicles are the standard T-44, made by the Canadian Car and Foundry Company. They are painted in the century yellow with a dark green band, cream windows and silver coloured roof. The interior is painted in the usual standard pastel green combination. The painting was done to our specifications and it is a most attractive vehicle. The general colour scheme follows that of our former streetcars. The reaction of the Halifax public to the appearance of this vehicle has been most gratifying and the opinion of visitors seems to substantiate this view. The colour scheme was selected to conform so far as possible with the colours that had proven satisfactory in our area in the past. We painted the trolley pole, by the way, a silver colour, the same as the top of the trolley coach and we found that it blends very nicely with the top and makes the poles rather less conspicuous.

In the change-over, we were not as fortunate as most companies in being able to convert one isolated section. In our case it was necessary that the overhead for the trolley coach be placed along with the existing streetcar positive wire so that we could render tram service until the night of change-over. This method of doing the job is difficult from both an operating and an engineering view-point. The first step in our conversion called for the commissioning of Routes 1, 2, 7 and 8. These routes are the nucleus of our entire transit system and the provision of wires for the trams to operate during the period of trolley coach overhead construction necessitated considerable ingenuity. We developed a plan of using quick blocks by which the old overhead curves for the streetcar were held in place below the new work.

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During the night of the change-over, these quick blocks were removed and the old street car curve dropped and collected.

We began cutting down at midnight on the 27th of March and had trolley coaches moving over these four routes at 5:00 o'clock in the morning, the 28th. In all that night, there were 26 corners converted in five hours. There was no slip-up in the plan and only a few minor adjustments were required on the morning of the 28th after trolley coaches had made their initial run. No real difficulty presented itself.

The Company, in providing the citizens of Halifax with this approved vehicle, believe they have made an important contribution to the welfare and future growth of the city. The Company feels quite satisfied with the operation of the trolley coaches to date and the acid test is the fact that the riding has increased by approximately 15%.

We have been operating but a short time—less than three months and there does not seem to be any dropping off in this increased demand for trolley coach service. We thought the increase might be due to curiosity riding, or at least in part, but with this Bi-Centennial Celebration coming up this summer, it is logical to expect even heavier demands on our transit system.

In closing, may I extend on behalf of the Mayor of Halifax the best wishes of our city to all the cities represented here at this meeting and extend to them a cordial invitation to be present, if possible, some time during this coming summer when we are celebrating our Two Hundredth Birthday.

(Applause).

PRESIDENT: Thank you, Mr. Sears.

We now jump from Halifax up the river to Quebec. Mr. Gray-Donald, would you tell us about Quebec.

MR. GRAY-DONALD: Mr. President, Gentlemen. The decision taken by the Quebec Railway Light and Power Company to convert its street railway operations in the city and surroundings of Quebec to full bus operation was reached after tests on the suburban operations of the Company which proved that complete conversion was not only feasible but desirable.

Because of the hilly routes, narrow streets and heavy snow conditions in Quebec, considerable doubt was expressed as to the ability of any company to be able to operate buses, or

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a transit system by buses in the city of Quebec. That, of course, was based on the relatively limited experience that the industry had at that time of operating under such conditions. However, in 1938, one of the surrounding municipalities was growing very fast. The streetcar service consisted of single track and was poorly located and we decided at that time to try to operate buses. This was done and proved so successful that the process was continued elsewhere.

The service has been very satisfactory and we were able almost immediately to remove the tracks and get rid of that.

Shortly afterwards, the city of Quebec decided to entirely rebuild one of the main arteries leading to the east, leading out towards Montmorency Falls. Through this street we had double track and it was very old, built on swampy ground and was in very poor condition. But that track was a connecting link with a double track line on private right-of-way out to Montmorency Falls and our first stage during one winter was to operate buses through this road under construction and connect with the streetcars which returned at the city limits. That also proved satisfactory and the result was that it was only a very short time before the neighbouring municipalities—there are four of them between Montmorency Falls—all wanted bus service. There was particularly good reason for this because the right-of-way was in some places rather remote from where the population was building up. So, we put through our bus operation to Montmorency Falls and have been running that ever since. Incidentally, the right-of-way was abandoned and turned over to each municipality for a nominal fee of \$1.00, with the proviso that it would eventually be turned into a highway. Sections of it have now been turned in and it is expected that before many years the full right-of-way will become a new highway and we hope that we will be operating on at least part of it, because the old road is very narrow.

From that point on, there was an increasing demand, an increasing desire for bus operations in the city and in 1941, we were able to draw up an amendment to our contract with the city which gave us the right to put in bus services in place of the streetcars and also the obligation to complete the conversion by July 1st, 1944.

Well, of course, the war intervened and we were very much delayed, but we converted our final routes on the 25th of May, 1948 and since that time we have been running an all-bus operation.

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Now our reasons for changing to the different type of vehicle were many. First of all, our early experience showed that it was quite feasible to operate buses throughout the winter and on any of the streets on which we were operating streetcars. As a matter of fact, we have since done some re-routing and we have taken and are taking, throughout the year, buses up hills that we had never before taken streetcars up. The new vehicles are, naturally, more flexible and permitted badly needed route changes and additions to meet the needs of a rapidly growing community. Quebec has grown tremendously in the last few years.

This was particularly apparent in the newer sections of the city where building development was phenomenal and there were large increases in population. The move also had the approval of the public at large who felt that with buses they were getting modern vehicles that would operate faster and be less subject to traffic delays. All these things have been amply proved.

It is remarkable how the elimination of streetcars from our narrow streets has improved traffic conditions. Of course, we can't claim that it was entirely due to the removal of the streetcars because in conjunction we had a very active co-operation from the city authorities who have, in many cases, eliminated parking and it is really extraordinary to see now how the very narrow streets before seem to have widened out tremendously.

In all these things, of course, you do need and you must have the co-operation of the city authorities and we must say that we have had that in a very generous degree.

Also, and this is a situation that everybody is in, I suppose—much of our track was wearing out, most of our vehicles were getting quite old and if we had not gone to bus operation, we would have been faced with very heavy expenses for both track and vehicle replacements.

Now, why did we select the type of vehicle that we did? It has been largely a matter of try and try and try again. But having once decided that we wanted a free running vehicle, we had then the choice between motor bus operation and trolley coach operation. Our chief reason to date for not using trolley coaches, and we have none, nor do we expect to put any in in the immediate future, apart from the high capital cost, has been the fact that the city has been developing very rapidly in different directions and we had to retain

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a vehicle that was flexible and the routes could be adjusted as required. So we did not want to tie ourselves down to fixed routes at that time.

We also felt that the vehicles were somewhat larger than what we wanted for our particular operation. There were certain difficulties which are not insuperable, but which are difficulties nevertheless, of the greater wheel base, and also the greater width. We had to operate practically on limiting widths on a streetcar, which is 8 feet 3 inches and that was running it pretty tight on the track spacing that we had, so that with an eight foot bus, we are all right. With a trolley coach which is wider, we might have some difficulties, but as I say I don't think they are insuperable by any means.

Having decided on the motor bus, we then had to decide on the size. When we started, of course, traffic was at a pretty low ebb and we thought of the current tendency in the United States of using small vehicles and we have been gradually increasing the size until now we have standardized on the 36 passenger bus. We have somewhat over half our fleet as 36 passenger buses. We are toying with the idea of getting larger vehicles and we probably will, sooner or later, but at the moment we feel quite happy with the 36 passenger bus, which is a good utility vehicle, has a wheel base and over-all length that suits us and permits it's use on every one of our routes.

The future will very probably bring conditions in which trolley coaches will be the answer and when that time comes we will no doubt be ready to go into them. But the condition has not yet developed and we don't think it will for a little while yet. Moreover, we don't ever expect to have 100% trolley coach operation, because we have a lot of feeder lines which would not warrant the high expense.

We kept practically the same colour as our previous streetcars, which were a fairly bright red, somewhat brighter than the Toronto red and of course a very suitable colour for the Province of Quebec. The upper half of the body and the roof is cream, so we have a two colour job which is very simple to look after. We got away from aluminum roofs. We found that they were a constant source of trouble. They usually looked dirty. I don't know whether that was our fault or the fault of the paint. We finally got rid of it and we have the green now. It looks very nice.

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Now the problems that we met in the change-over of course were many and varied and they are not very different to what other people's problems have been, so there is no point in going into it. We are all very proud that we have been able to get through this with an absolute minimum of personnel changes. We say with justifiable pride that the problem of personnel was one to which we devoted a great deal of attention and we can say that not one individual has lost his livelihood as a result of the conversion from streetcar to bus operation.

We have had one-man operation streetcars for many years and we were very agreeably surprised to find how many of those old operators—some of them quite elderly men—were able to take over the buses and handle them very well. As a matter of fact a great many of these older men are better and more careful drivers than the younger ones. Those that we could not train we were fortunately able to find jobs in other parts of the company.

This was also applied to the car barn staff and we feel that the whole matter has been very successful. Of course, another problem has been the question of garage space. We had car barns and we had to convert them. The chief job, of course, being flooring and the provision of proper pits and also putting in proper doors. We did think at one time that we would try, and get a clear span on one of our car barns by putting in wood or steel trusses, but we found that the building wasn't strong enough to take it so we kept the columns as they are and we run the buses in in single line just as we did the streetcars.

There is one thing that we have recently instituted that we think may be of considerable interest to this meeting and that is our, shall we say, attitude towards fire protection. All our bus garages and shops are sprinklered. But we, as a result of fires in different parts of the country, began to get very worried as to the adequacy of these sprinkler systems and whether or not they should be amplified by other equipment.

We sent the insurance underwriters down to make a complete inspection and the result was very revealing and I must say we were a little embarrassed at some of the things they found. So we established in the company, not only for our bus operations but also for our power operations and gas a fire protection committee which makes inspections and

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advises on various changes and improvements in fire protection. They specialize in good housekeeping. They specialize in making sure that the auxiliary equipment such as fire hoses, portable extinguishers are all in good order and properly placed.

I don't know whether you gentlemen have had the same experience but I discovered in going into this fire protection business that there are I think in Canada something like 200 hose couplings of an accepted type and many of them are not interchangeable and it is not an unusual thing to find that you have hose couplings that will not fit hydrants. That has happened in many cases and is one thing that we looked into very carefully and have got straightened out.

Also we insist that the fire protection sprinkler system be tested from time to time and to make sure that the actual wall revealers will operate properly. That work has been done by this committee and I feel a great deal happier now as the result of that work and we recommend it to anybody who is interested, because although you may have insurance nobody makes any money when there is a fire.

Now the reaction of the public has been very favourable and I don't think anybody wants to go back to the days when we had streetcar operation. We also as a company are very satisfied and we are convinced that we are giving the public first class service. Our only serious trouble, and one that is pretty hard to overcome, is the same trouble that you all have, and that is increased costs which have gone up to such a degree that we can no longer make ends meet unless we get relief in the form of increased fares.

To that end we have now an application pending before the Provincial Transportation and Communications Board for an upward revision of our suburban bus fares. That is now in the course of hearing and it will be sometime before we get the result.

What the future holds in this matter of fares no one can tell, but there is no doubt that with present costs additional revenue is absolutely essential.

Thank you, gentlemen.

(Applause).

PRESIDENT: Thank you, Mr. Gray-Donald. Now we jump from Quebec to Port Arthur and I will introduce to you Mr. Vigars.

E. A. Vigars

MR. VIGARS: Mr. Chairman and Gentlemen: This paper was prepared by Mr. Chandler, the Manager of the Port Arthur Public Utilities and was to have been presented by him to-day. However, much to his regret he is not here to-day to present it so instead of putting our Secretary on the spot and making him present it, I will attempt to present it to you.

The title of his Paper is "Trolley Coach Operation in Port Arthur", based on our first year's results and reactions. In June of 1945 when reporting to the Public Utilities Corporation on the rehabilitation of the Municipal Street Railways System we recommended the use of trolley coach equipment on the inter-city mainline route, which extends a distance of 10.5 miles from its terminus in Port Arthur to the terminus in Fort William, with a similar mileage in each city.

On our relatively non-stable feeder routes we advocated the use of gas buses. We based our recommendations on a survey of the experience other operators in Canada and the United States were having in the solution of similar transportation problems. We have in the Lakehead district an abundant supply of low cost hydro-electric power under the complete control of local authorities and so on the part of the Transportation Utility any profit over and above actual cost reverts back to the transportation system and not to outsiders which would be the case if gasoline or oil were the prime mover. The local commission controls and operates not only the transit system but the light and power, telephone and water supply services. Furthermore, we have little or no control over the price of gasoline and oil as the major source of supply is beyond our borders.

Gas bus operation was commenced on August 14th, 1946, using Model C-36 Canadian Car & Foundry Company equipment. On December 12th, 1947, we commenced joint operation with the Fort William Transit System of the mainline inter-city route through Port Arthur and Fort William, using T-44 Canadian Car & Foundry Trolley Coaches in both cities. On February 14th, 1949, we replaced the gas buses on our Arthur Street fleet with trolley coaches.

The mainline trolley coach fleet in Port Arthur completes 5.2 miles of four wire overhead and the Arthur Street coach route has 2.2 miles of four wire construction. We made no change in our former street railway colour scheme—incidentally it is much like the T.T.C.—and believe our buses and coaches have a pleasing appearance with the main body of the

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vehicle dark red and superstructures cream, with light green and cream interiors.

We operate at present ten 44 passenger trolley coaches and fourteen 36 passenger gas buses. Our vehicles operated 1,054,082 miles in 1948, carrying 7,063,728 revenue passengers. Comparative figures, including vehicle miles operated and revenue passengers carried, passenger earnings and operating earnings for the two types of vehicles are as follows: (I won't attempt to give you exact figures—you are probably not so interested in it)—but the vehicles miles operated totalled 1,054,082, of which 56.4% were by gas bus and 43.6% by trolley coach.

Revenue passengers carried totalled 7,063,728, of which 53% were carried by gas buses and 47% by trolley coaches and on a vehicle mile basis 6.3 by gas buses and 7.2 by trolley coaches, giving an average of 6.70 per vehicle mile. Passenger earnings totalled \$405,425, of which 52.4% was made by gas buses and 47.6% by trolley coaches. On a vehicle mile basis the gas buses earned 35.7c. and the trolley coaches 42c., making an average of 38.5c. for both type of vehicle. The operating expenses, not including depreciation, totalled \$380,825 of which 62.4% was attributed to gas buses and 37.6% to trolley coaches.

On a vehicle mile basis this was 40.59 for gas buses and 31.67 for trolley coaches, giving an average for both vehicles of 36.7c. The fare structure last year from January 1st to May 1st, the adult fare was a five cent cash fare, five tickets for 25c.; childrens' fare three cents cash, ten for 25c.; pupil's fare five cents cash, eight tickets for 25c. That fare structure was changed on May 1st so that from May 1st to December 31st the adult fare was seven cents cash or four tickets for 25c. There was no change in the children's or pupils' fares. The adult fare in the Port Arthur transit system was reduced to five cents cash, five tickets for 25c. on July 21st, 1943.

The capital debt of the former street railway had been written off in 1942 and without fixed charges as a part of operating cost the system continued to show substantial profits. However, with the advent of new rolling stock and new overhead equipment for the trolley coach route, the setting up of the required fixed charges, together with rising labour and material costs, required a change in fares. This had been clearly indicated in our report on the relief rehabilitation of the system on May 1st, 1948, the former adult fare of seven cents cash, four tickets for 25c. was restored.

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While replacement of the forty year old streetcars operating over noisy rails with modern buses operating on rubber tires met with instant acclaim by all our citizens, the advent of our trolley coach operation brought forth still more favourable public reaction. The particular features applicable to the trolley coach alone were quickly noted by our riders, smooth starting, rapid acceleration, absence of engine fumes, quiet operation, abundance of heat during cold weather operation and the general convenience of boarding and alighting from the coach are the features of our trolley coaches most generally praised by Port Arthur riders.

In setting up our fixed charges, we have adopted the useful life of seven years, 14.3% per year for our gas bus units, and twelve years, 8.33% per year for trolley coaches. We have an operating statement attached which I will run over briefly at the end of this paper.

Management is particularly favourable to trolley coach operation, not only from the standpoint of rider appeal but for all the important reasons that the cost of operation per vehicle mile is considerably less than that experienced by our gas bus fleet. The differential between gas bus and trolley coach costs per vehicle mile will not be as great in 1949 due to the fact that certain economies are now possible as a result of the retirement on pension of a number of old street railway operators who have been employed in the garage since the change-over to bus operation.

We anticipate also a marked reduction in our maintenance of route organization made possible by improvement in our roadways. Extensive paving work was carried out in 1948 on our feeder routes. Generally dirt roads were surfaced with shale. It is expected that route improvements will be reflected in lower maintenance costs. However, the operating statement for the year ended December 31st, 1948, I think you will probably be interested in:

On the gas bus section, the gas buses operated 594,566 miles. The gross earnings from passenger ticket revenues and passenger cash revenue, special bus revenue and other bus revenue, totalled \$213,263 or per vehicle mile was 35.87c. Operating and maintenance expense, equipment and garage, transportation, sundry administration—I won't give you all the figures, if anyone's interested they will get them later—but they totalled \$241,304, or per vehicle mile 40.59c.

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So our operating loss was \$28,040 or 4.72c. per vehicle mile. Depreciation was set at \$34,568, or 5.81c. per vehicle mile. Net loss for the year was \$62,609, or 10.53c. per vehicle mile. That was the gas bus operation.

The next statement is a statement on the trolley coach section. Mileage operated was 459,516. Gross earnings, passenger ticket revenues, passenger cash revenues, other operating revenue, equipment rental amounted to \$192,961 or per vehicle mile was 41.99c. To operating and maintenance expenses, equipment and garage, transportation sundries, administration a total of \$145,521 or per vehicle mile it was 31.67c. Our operating profit was \$47,439 or 10.32c. per vehicle mile.

Depreciation on the trolley coach section of the garage was \$25,536 or 5.55c. per vehicle mile. So our net profit for the year was \$21,903 or per vehicle mile was 4.77c.

We segregate those things which have to be taken into account when you compare them because our main line is trolley coach whereas the subsidiary and feeder lines are gas buses. But we all know we lost around \$40,000 for the year. Thank you very much. (Applause).

PRESIDENT: Thank you, Mr. Vigars. Now we go to St. Catharines and call upon Mr. Empringham.

MR. EMPRINGHAM: Mr. Chairman and Gentlemen: With your permission, Mr. Chairman, I am going to change this to a tale of two cities, rather than only St. Catharines and in that I refer to the City of Niagara Falls, one of the Seven Wonders of the World, and the Garden City—at least it has been the Garden City up to the present drought (we hope it rains soon).

The electric railway in the City of St. Catharines is the oldest—or second oldest—electric railway to be operated on a regular route in America. In 1887 the first electric car was operated over a former horsecar line. The Niagara, St. Catharines and Toronto Railway operated electric street railways in the City of Niagara Falls, Ontario, as well as in St. Catharines and the adjoining towns of Merriton and Thorold. I mention St. Catharines, Merriton and Thorold together because they do adjoin each other.

It also operated a suburban line between St. Catharines and Port Dalhousie and inter-urban routes between St. Catharines and Niagara Falls, and between St. Catharines, Thorold

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and Port Colborne. The only electric railway passenger services remaining are the suburban route between St. Catharines and Port Dalhousie (about five miles) and this has a loop over city streets in St. Catharines, and the inter-urban route between Thorold and Port Colborne (eighteen and a half miles).

As a part of the electric railway system, an extensive freight switching service is operated, and in conjunction with it, two passenger steamships—just one now—between Toronto and Port Dalhousie and an amusement picnic park at Port Dalhousie.

In 1924 and 1925 new franchise agreements were entered into with the City of Niagara Falls, Ontario, and St. Catharines. While these agreements specifically covered the operation of street cars, provision was made for substitution of other forms of transportation. On the completion of these agreements the tracks on the streets of both cities were completely rehabilitated with new girder rail laid in concrete. The tracks and adjoining pavement at that time were in a deplorable condition which resulted in a demand from both municipalities that the situation be improved.

Niagara Falls was completely equipped with modern new cars. Some new cars were provided in St. Catharines and the remaining old cars rebuilt and modernized. If this work of rehabilitation had been left for another two or three years, it is probable that it never would have been done and a bus service would have been established at that time for a much smaller expenditure than was made on cars and tracks.

With tracks still good for many years of use and the cars which were purchased new in 1925 in reasonably good condition, why was it necessary to completely change to bus operation in Niagara Falls in November, 1947, and change all the local routes in St. Catharines and adjoining municipalities to buses over a period of recent years.

Here I should mention that we expect to change the remaining suburban route and inter-urban route to buses this year. The Company now has a fleet of 67 gasoline buses. I shall deal first with the city of Niagara Falls.

Two of the city streetcar routes extended into the adjoining Township of Stamford and a new agreement was signed with the Township at the same time and under the same terms as with the city. When the tracks had been rehabilitated and

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new cars supplied, everyone was happy and for a few years the new service was popular and profitable. With the coming of the depression and the consequent falling-off in revenue, it became impossible to earn interest charges on a large investment. By this time, bus equipment had greatly improved and it was beginning to be realized by everyone that a bus service for these municipalities would have been more efficient and much less expensive.

Except for a comparatively short section of the main street, the railway was all cinder track with passing sidings at certain points.

With the increase of motor traffic, streetcars operating in both directions in the centre of the street became more hazardous and from time to time serious accidents occurred. Each time such an accident happened, there was a new demand that the streetcars be taken off the streets. Also, the effect of the single track with meeting points was to fix the frequency of the service and only limited adjustments could be made either to increase or decrease the frequency.

Also, as the public became more accustomed to the use of private automobiles and more familiar with the flexibility of bus operation, they objected more and more to waiting on sidings for opposing cars. Along with this, they also became conscious that the streetcars were much more noisy than buses, particularly because during the period of lean revenue and curtailed maintenance, a certain amount of rail corrugation had developed.

At the beginning of the war in 1939, there had developed a persistent demand for a change to buses. The population of Niagara Falls in 1925, when the new agreement was made was 17,000 and in 1939, this had only increased to 19,000. During the war period, like most cities, the population grew very rapidly, particularly in the outlying sections of the city and into the township.

With the increased population and new residential areas came demands for extended public transportation facilities. New bus routes were established to take care of their needs, operating principally as feeders to the street railway.

At the end of the war, the population of the city and adjoining township had reached about 30,000 and the Councils of both municipalities were pressing for the abandonment of the streetcars and the substitution of buses, also for extended bus routes.

J. R. Empringham

Unfortunately, the agreements with the municipalities did not state what was to be done with the rail in the event of complete substitution of another form of transportation. The agreements did provide for sale to the city, or for abandonment, if they could not be made to pay, but no provision if there was a complete substitution of one form of transportation for the other.

This presented a rather serious problem, but in order to secure the change, the city of Niagara Falls agreed to take over the rails and later they removed the tops by acetylene cutting and paved over them.

The Township tracks were not laid in concrete and rails and ties were removed by the railway.

The first supplementary bus service was operated on July 6th, 1932, and the complete change-over was made on November 26th, 1947, a period of fifteen years. Since then, everyone, the Municipal Councils, our patrons and ourselves are happy.

At the same time the inter-urban route between St. Catharines and Niagara Falls was changed to buses. This had previously been operated by bus for two years between 1940 and 1942, but the rail service was restored at the request of the Transit Controller as a war measure.

In St. Catharines, Merritton and Thorold, the street railway was all single track with passing sidings for meeting, except a short section of double track on the main street of St. Catharines and another short section where there is considerable freight operation.

The difficulty of cars operating in both directions in the centre of the streets was aggravated by narrow streets, particularly on a part of the main street. Consequently, as motor traffic increased, the problem of getting the streetcars along the streets steadily increased as did public complaints about the streetcars blocking traffic.

When the new agreement was made with St. Catharines, the Councils of the adjoining Municipalities of Merritton and Thorold refused to renew their agreements. When the old agreements expired in 1931, they still refused to renew the agreements for continued rail service and this route, which served the heaviest traffic area, changed to buses on June 1st, 1931.

J. R. Empringham

The first supplementary bus route in St. Catharines commenced operation on February 1st, 1929, then came the Merritton-Thorold route which I have mentioned on June 1st, 1931. By 1939, the demands for removal of the streetcars became so insistent that the two main routes of the city were changed to buses on February 26th of that year. However, these were restored to rail operation by request of the Transit Controller on April 3rd, 1942 for the duration of the war and were finally changed back to buses on March 31st, 1946.

In the meantime, the population of St. Catharines increased from 22,000 in 1925 to 27,650 in 1939 and to about 36,000 by the end of the war and the other municipalities increased in about the same proportion. Routes had to be extended to serve new areas in the city and adjoining municipalities.

In 1939, I want you to note these figures—in 1939, a total of 4,160,000 passengers were carried and in 1948, 16,140,000.

The delay in substituting buses for electric cars between St. Catharines and Port Dalhousie has been due to the same problem of disposition of rails and pavement. However, the city has now agreed to take over the tracks within the city and will probably pave over them.

At Port Dalhousie where they are not laid in concrete, the railway will remove rails and ties.

In both cities, density of traffic is comparatively light and it would have been economically impossible to extend rail lines and purchase new cars to serve new areas, even if the municipalities had been willing.

Because we have to retain a power supply for freight operation and power costs would probably be about the same for the freight alone as they were for the combined freight and passenger operations, we have been asked many times why we did not use trolley coaches on the main routes.

There are two principal reasons: first, because the traffic density is considerably below that considered necessary for economic trolley coach operation; secondly, and perhaps more important, is the variable nature of our operations. Because of the proximity of St. Catharines to Niagara Falls, and the many attractions at the latter point, the crowds handled on our boats from Toronto to Niagara Falls and the operation of chartered buses to Queenston Heights and Niagara Falls as well as to our own park for picnic parties, it is necessary that we have the most flexible equipment available.

J. R. Empringham

The demands on the service vary almost from day to day, particularly during the summer months, and much more than on most properties all year round. For these reasons, gas buses, which can be moved around as required, are much more suited to our requirements.

The area which we serve is comparatively small in population, but having had transportation services for nearly seventy years, the people are more public transportation conscious than in most of the smaller cities. The population is spread out along the old original Welland Canal and gasoline buses seem to be the only satisfactory vehicle to provide suitable transportation services taking in the scattered outlying areas.

Our first buses were painted the same colour as our electric cars had been up to that time; namely, all green and cream. Buses in these colours were not attractive. About 1939 we changed the buses to red and desert sand. The red is slightly lighter than the T.T.C. red and later changed the streetcars to the same colours. These colours are attractive and are distinctive from other buses operating in the territory. We are satisfied with the changes that have been made to date and are looking forward to having all electric car services changed to gasoline buses. The public also seems satisfied as is indicated by continued heavy passenger traffic.

(Applause).

PRESIDENT: Thank you, Mr. Empringham.

And now we come to the last, but not least, and we jump to Kitchener where Mr. Stewart Preston reigns supreme.

MR. PRESTON: Mr. President and Gentlemen. My remarks will be brief because at the risk of being considered unconventional at a Convention, I intend to resort to the use of motion pictures, instead of presenting a paper.

Unfortunately, this film does not show, or does not include views of our old Kitchener streetcars which were replaced with trolley coaches on January 1st, 1947 and I believe that while Mr. Empringham may have had the second oldest streetcar system in North America, we certainly had the oldest streetcars because we got them secondhand from the first fellow.

However, I must describe part of that system which was in operation prior to the conversion. Very early in this century, the city of Kitchener—then Berlin—acquired by purchase the streetcar line which had been operated by private

S. E. Preston

interests along the main thoroughfares of Kitchener and Waterloo.

This, together with a spur line to the adjacent village of Bridgeport constituted the local transit system until the addition of cross town gasoline buses in 1939.

Towards the end of World War II, it became apparent that the early replacement of the worn-out streetcars and track was necessary. Accordingly, we began to canvass the situation and visited several American cities where trolley coaches or gasoline buses were in use on routes similar to our main line. We abandoned the idea of replacing our old system with new streetcars because we required curb loading vehicles to relieve traffic congestion and the expense involved in complete track renewal and purchase of new rolling stock could not be justified.

The deciding factors in our selection of trolley coaches for the transportation of the public on our main line were detailed in a paper presented at the Annual Meeting at Winnipeg in 1946. My optimistic predictions at that time concerning the anticipated popularity of the new vehicles in Kitchener and Waterloo have been more than fulfilled since the inauguration of trolley coach operation January 1st, 1947.

In 1946, the last year of street railway operation, our old streetcars carried 4,720,000 passengers. In 1947, the new coaches carried 5,870,000 passengers and in 1948, 6,150,000, an increase of over 30% in the two years during which we experienced a considerable decrease in passengers carried on the balance of our system.

In the pictures which you are about to see, you will notice that our vehicles are painted in bright colours, which were chosen to contract sharply with the drab, indefinite brownish colour of our old streetcars. We believe that the new colours brighten up our main street and are more attractive to the riding public. The pictures also show rail lifting operations which were carried out by our own construction department while vehicular traffic, including the new trolley coaches manoeuvred around the machines along the side of the roadway.

Under arrangements made with the cities of Kitchener and Waterloo, we were required to remove the rails and all loose rubble and refill the track allowance with paving material up to the level of the existing roadway on either side.

S. E. Preston

The rail lifting apparatus was made available to us through the courtesy of the Ford Motor Company of Windsor, who used the same equipment on a similar job in that city some years ago.

Another conversion problem was the erection of trolley coach overhead while streetcars were still operating during the summer and autumn of 1946. All of the guy spans were replaced because the insulator spacing was not suitable for the new system and the existing streetcar trolley wires were temporarily hung on the new span. Then the four lines of two ought cadmium blue copper were permanently strung along the outside of the streetcar wires. After that, feeder lines were installed and connected and at the time of actual change-over, it was simply a matter of energizing the new trolley coach lines and disconnecting and removing the streetcar trolley.

Other features of our system, such as loops, garage facilities, etc. are shown in the film so I will conclude these remarks concerning trolley coaches by stating that after two and a half years of operation, we still like them because they are economical, efficient and dependable, our drivers like them because they are not difficult to operate and the Kitchener and Waterloo public like them because they are quiet, speedy and comfortable.

Now if I could have the assistance of Mr. Baker of the T.T.C., we will show the film and proceed as quickly as possible.

(Showing of film concerning Kitchener's trolley coaches.)
(Applause).

PRESIDENT: Gentlemen, before I go on to the next order of business, I would like to say again that, this morning you have received the benefit of the work and effort put into these addresses by different men belonging to this association from different parts of Canada. None of their addresses were quite the same and that is due to the fact no two human beings look at the same thing through the same pair of eyes and that is what produces the benefit that you are desirous of having and I just want to say again to these gentlemen that we appreciate very much the effort that they have made on behalf of the Association.

Your Employee-Employer Relations Committee brings to your attention the existence of a very practical, simple and

E. D. Gray-Donald

clear menu on the administration of discipline developed by the A.T.A. Committee, Supervisory Selection and Development.

The Manual is entitled "The case interview plan for the administration of discipline." It is developed as in keeping with the proven principles of sound employer-employee relations. It assures uniform treatment to all employees in all department or divisions. It puts objectivity into the personal records. It provides management with means of keeping intelligent control over the administration of discipline throughout an organization. Finally, it provides supervisory personnel with the tool or technique which could help them in their efforts to build and maintain greater confidence between employees and management.

The Manual serves as a textbook for a three-day institute conducted by those two very capable A.T.A. specialists, Mr. Kraft and Mr. Carter. The conference pattern is very similar to the Joy Courses developed during the war, that is basic principles are laid down and orderly sequence or breakdown of the various factors is introduced and followed. Actual cases are presented by teams of two of the participants and later discussed.

Your Employer-Employee Relations Committee recommend an institute be made available to interested Member Companies. It is also suggested that this institute be either prior or immediate following the fall meeting of the Committees. We recommend arrangements be made with our genial Secretary.

The Manual and required forms are supplied by the Conference leaders.

And now, Gentlemen, I will turn the meeting over to Mr. Gray-Donald for the next order of business. Mr. Gray-Donald.

MR. GRAY-DONALD: Gentlemen, the reason for this switch will become obvious in a moment.

On Monday, the Nominating Committee was appointed for the nomination of officers of this Association for the coming year and I will now ask Mr. Dahl if he will please present the report of the Nominating Committee.

MR. DAHL: Mr. Chairman, Gentlemen. The Nominating Committee has met and I have the pleasure of presenting its report.

Officers 1949-50

HONORARY ADVISORY COUNCIL—

W. H. Carter, President and General Manager, Winnipeg Electric Company.

W. R. Creighton, Chairman, Ottawa Transportation Commission.

V. Cusson, Chairman, Montreal Tramways Company.

Dr. A. E. Grauer, President, British Columbia Electric Railway Co., Ltd.

R. G. Ivey, K.C., President, The London Street Railway Company.

Wm. C. McBrien, Chairman, Toronto Transportation Commission.

J. N. Sicard, General Manager, The Quebec Railway Light & Power Company.

G. Fraser Stewart, K.C., City Solicitor, Regina Municipal Railway.

Aubrey A. Burrows, President Acton Burrows Company, Publishers, Canadian Transportation.

PRESIDENT—W. H. Furlong, K.C., Chairman of Sandwich, Windsor and Amherstburg Railway Company.

VICE-PRESIDENT—J. R. Empringham, Superintendent, Niagara, St. Catharines and Toronto Railway Company.

TREASURER—Leonard Tait, Secretary-Treasurer, The London Street Railway Company.

EXECUTIVE COMMITTEE

The President, the Vice-President, the Treasurer, the Immediate Past President (E. Gray-Donald, Chief Engineer, The Quebec Railway, Light and Power Company,) the Honorary Counsel, Mr. Irving S. Fairty, K.C., General Counsel, Toronto Transportation Commission, and:

E. W. Arnott, Vice-President, Vancouver Island, B.C. Electric Railway Co. Ltd.

D. E. Blair, Vice-President and General Manager, Montreal Tramways Company.

R. B. Chandler, Manager, Port Arthur Public Utilities Commission.

H. J. Curtis, Vice-President and General Manager, Provincial Transport Company.

C. H. Dahl, Manager of Transportation, Winnipeg Electric Company.

A. Duperron, Assistant General Manager, Montreal Tramways Company.

D. N. Gill, General Manager, Ottawa Transportation Commission.

P. G. McAra, Superintendent, Regina Municipal Railway.

H. C. Patten, General Manager, Toronto Transportation Commission.

S. E. Preston, General Manager, Kitchener Public Utilities Commission.

Sigurdur Sigmundson, Transportation Operations Manager, British Columbia Electric Railway Co.

N. T. Smith, Manager, Nova Scotia Light & Power Company.

Officers

H. W. Tate, Assistant General Manager, Toronto Transportation Commission.

P. A. S. Todd, General Manager, The Hamilton Street Railway Company.

R. N. Watt, President and Managing Director, Montreal Tramways Company.

C. V. F. Weir, Superintendent, Calgary Transit System.

Mr. Chairman, I have the pleasure of moving the adoption of this report, or—I don't know whether that is the way to put it—there may be other nominations, I am not sure, but I will leave it that way.

MR. GRAY-DONALD: Thank you very much, Mr. Dahl. May I have a seconder for this motion, please?

MR. FERRIER: I second that motion.

MR. J. G. INGLIS: I move that nominations be closed.

MR. FERRIER: I second that motion.

MR. GRAY-DONALD: It has been moved by Mr. Inglis and seconded by Mr. Ferrier that the nominations be closed. All in favour? —CARRIED.

MR. GRAY-DONALD: I therefore, Gentlemen, have much pleasure in announcing the appointment of the officers for the coming year, as submitted by Mr. Dahl.

Now, Mr. President, if you will come up. Bill, I would like to welcome you back to the Presidential chair and tell you how much we have appreciated the services that you have given to the Association during this past year and to say, on behalf of all the members of the Association and of the Executive Committee, how much we appreciate your kindness in accepting this office for another year. It's quite a chore. It takes a lot of time and a lot of devotion and in Mr. Furlong, we have just the man we want and we are glad to have him carry on. Thank you very much.

(Applause).

PRESIDENT: I appreciate the kind remarks of Mr. Gray-Donald and I also appreciate the honour that you have bestowed upon me again.

I am not sure that I can do everything which you would require or what some of you may think should be done but the only thing I can do is to promise you that I will do my best.

Comments

We face a great many changes, I believe, in the future. We don't know every day just where we are going to go and there are many difficulties which we will have to endeavour to surmount no matter whether we are in the transportation business or in some other business, but in the end, about the only thing that any organization or any individual can do is to do his best, after careful study and he can't be expected to do any greater deeds than his ability, either mentally or physically, can command.

Before I close the meeting, I would certainly like to thank on your behalf, the Toronto Transportation System for the grand way in which they have entertained us at this Convention.

I think I voice the opinion of everyone who has attended this convention that it has been one of the most interesting, I believe one of the most successful, and I believe one of the most pleasant that we have attended. I know that is the way I feel about it and I have talked to many of you and I have heard your opinion being expressed in the same way.

I also wish to thank the Niagara, St. Catharines and Toronto Railway Company, which is represented by Mr. Empringham, for the grand trip out on the boat the other night. The enjoyment that was rendered there was certainly exhibited by the large number of people who attended. And, last, but not least, I want to thank the Associate Members who looked after us so well with regard to the refreshments—the liquid refreshments—each day. As I said before, we have, I think, a grand organization and with our combined efforts we can improve it. There is nothing that exists that cannot be improved with effort and I believe that with the interest that is shown here at this Convention especially, that that interest will produce greater things for the organization and much improvement as time goes on.

Now, I hope that we will all see one another again next year at Bigwin, and I hope that you will all try to be here and make the attendance as large as possible. I know you will enjoy it, it's a beautiful place. It's a little out of the way, but after all, we seem to arrange entertainment even though we are closed up in a woods. So, thank you very much, good-bye and good luck. (Applause).

THE SECRETARY: Gentlemen, will the members of the Executive and new officials kindly remain up here for a

Comments

moment or two after this meeting is adjourned. Mr. Inglis would like to make a comment on the inspection trip this afternoon.

MR. INGLIS: Gentlemen. I am hoping that most of you, if not all, will come on the inspection trip this afternoon to various points of what we hope will be of interest on our property. Coaches will be at the front of the Hotel at 2:30, sufficient to carry all of you. It will be approximately two hours in length to points of interest which you may not have seen, or which we did not have in existence on your last trip here. For any of you who may wish to get back in approximately an hour and a half or two hours, one of the coaches can do so, in case you wish to catch the afternoon train. So I hope that all of you who can will be outside the front door at 2:30 p.m. sharp. (Applause).

The meeting adjourned at 12:00 o'clock noon.

Canadian Transit Association

CONSTITUTION

1. NAME. The name of the Association shall be Canadian Transit Association and its head office shall be at such place as the Executive may, from time to time, direct.

2. OBJECT. The object of the Association shall be the acquisition, compilation and distribution of information and data of value to the transit industry, the furnishing of information to any member on request, the representation of the industry in respect of all public matters of general concern to it, the preparation of any submissions required for such representation and generally the advancement of the interests of the industry as a whole.

3. MEMBERS. The Association Membership shall consist of Active Members, Honorary Members, Associate Members and Associates.

(a) The active members shall consist of operators or owners of transit services in the Dominion of Canada and Newfoundland.

(b) The active members may by a majority vote admit as honorary members any persons who may have performed outstanding services to the Canadian transit industry. Honorary members shall be entitled to attend the Association's meetings but shall not be entitled to vote thereat.

(c) The active members may admit as an associate member any company, firm or person engaged in the manufacture or sale of transit equipment and supplies. The associate members shall be entitled to attend the Association's meetings, but shall not be entitled to vote thereat.

(d) The active members may admit as an Associate, any person engaged as Consulting Engineer, or as Commissioner, or in such other capacity as the active members may consider as qualifying such person for such membership, or any person who has served on the Executive Committee of the Association, providing he is not eligible under the foregoing clause of this Section.

Constitution

The Associates shall be entitled to attend the Association's meetings but shall not be entitled to vote thereat.

4. AMENDMENTS. This Constitution may be amended by two-thirds vote of active members of the Association present or represented by proxy at any regular meeting or properly called special meeting after the proposed amendment shall have been submitted in writing to each active member of the association thirty days prior to the date of the meeting when the proposed amendment is to be acted upon.

BY-LAWS

1. FEES (a) Each active member shall pay an annual fee based upon the gross earnings from the operation of its transit system reported in the preceding fiscal year's annual report in accordance with the following schedule.

Gross earnings		Fees per annum	
Under \$	200,000.00		\$ 75.00
Over	200,000.00 and under \$	400,000.00	100.00
"	400,000.00	" "	700,000.00 150.00
"	700,000.00	" "	1,000,000.00 200.00
"	1,000,000.00	" "	2,000,000.00 300.00
"	2,000,000.00	" "	5,000,000.00 500.00
"	5,000,000.00	" "	10,000,000.00 750.00
"	10,000,000.00		1,000.00

(b) Honorary Members shall not pay any fee.

(c) Associate Members shall pay \$50.00 a year, each.

(d) Associates shall pay \$10.00 a year, each.

(e) Annual fees are due and payable on the first day of January in each year.

(f) Any member in arrears for fees for nine months after the due date shall cease to be a member, but shall continue liable for such fees as may then be unpaid.

2. APPLICANTS. Every applicant for membership shall apply in writing, and, if elected, shall pay the requisite fee.

3. ELECTION. All applications for membership shall first be submitted to the Executive Committee, and, if approved, shall be voted upon by the member companies, and shall upon a majority vote be elected to membership.

Constitution

4. COPIES OF CONSTITUTION AND BY-LAWS. Each member of the Association shall be furnished by the General Secretary with a copy of the Constitution and By-Laws, and also the names and addresses of the members.

5. WITHDRAWALS. Any member may retire from membership by giving a written notice to that effect and the payment of all annual fees then due; but shall remain a member and liable to the payment of such annual fees till such payments are made.

6. OFFICERS AND EXECUTIVE COMMITTEE. The Officers shall consist of an Honorary President, an Honorary Vice-President, a President, a Vice-President, a Treasurer, an Honorary Counsel, and a Legislative Representative for each Province. There shall also be an Executive Committee, composed of the President, Vice-President, the immediate Past President, the Treasurer, the Honorary Counsel and fifteen other members. Seven members of the Executive Committee shall constitute a quorum. The officers and members of the Executive Committee and an Auditor shall be elected at each annual general meeting of the Association, and shall hold office until their successors shall be elected. They shall have the entire charge and management of the affairs of the Association. In case of the resignation or death of any officer, or a member of the Executive Committee, the vacancy may be filled for the unexpired term by the Executive Committee. The officers and members of the Executive Committee shall assume their duties immediately after the close of the meeting at which they are elected.

7. PRESIDENT. The President, if present, or in his absence, the Vice-President, or in the absence of both, a member of the Executive Committee, shall preside at all meetings of the Association.

8. TREASURER. The duties of the Treasurer shall be to receive and deposit in a chartered bank to be designated by the executive committee to the credit of the Association all monies the property of the Association, keep correct accounts of the same, and pay all bills approved by the Executive Committee by cheque, to be countersigned by the President, or such other member of the Executive as may be authorized to do so, and make an annual report to be submitted to the Association, and if required shall give a bond to the Association in such sum, and with such sureties as shall be approved by the Executive Committee.

Constitution

9. GENERAL SECRETARY. The General Secretary shall be appointed by the Executive Committee and paid such salary from time to time as it shall decide. Subject to the supervision of the President and Executive Committee he shall have full management of the affairs of the Association and the custody and control of its records. He shall be furnished with such stenographic, clerical and other assistance as the Executive Committee from time to time may decide to be necessary.

10. MEETINGS: The annual general meeting of the Association shall be held at such place and time as shall be designated by the Executive Committee. Ten members shall constitute a quorum of any meeting. Each active member of the Association shall be entitled to be represented at all meetings of the Association by the officers, directors and officials of the company, all of whom shall be eligible to be elected officers of the Association, provided, however, that on all votes each company shall be entitled to one vote.

11. ORDER OF BUSINESS. At the annual meeting of the Association the order of business shall be:

1. The reading of the minutes of last meeting.
2. The address of the President.
3. The report of the Treasurer.
4. The report of the General Secretary.
5. Reports of Special Committees.
6. The reading and discussion of papers, of which notice has been given to the General Secretary at least twenty days prior to the meeting.
7. General business.
8. The Election of Officers.

12. READING OF PAPERS. All papers, except reports of committees must be approved by the executive committee before being read to the Association.

13. MEETINGS OF EXECUTIVE COMMITTEE. The Executive Committee shall meet at least one hour before each meeting of the Association; and, on other occasions, when the President shall deem it necessary, upon reasonable notice.

14. AMENDMENTS. Amendments to the By-laws shall be laid before the Executive committee, which shall bring them before the next meeting of the Association.

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